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**CONTRIBUTING FACTORS OF TURNOVER INTENTION AMONG
EMPLOYEES: A CASE OF FINANCIAL INSTITUTION IN MALAYSIA**

By

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**Thesis Submitted To
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
In Partial Fulfilment of the Requirement for the Master of Human Resource
Management**



**Pusat Pengajian Pengurusan
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SCHOOL OF BUSINESS MANAGEMENT

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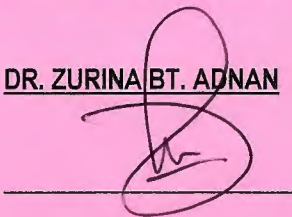
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INSTITUTION IN MALAYSIA**

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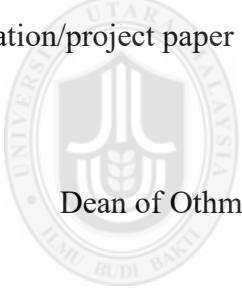
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ABSTRACT

In this challenging era, most of the employees are skilled and knowledgeable and organization must know the best strategies on how to retain their employees. Employees are tending to leaves their jobs for various reasons and this gives a great impact towards organizational efficiency and performance. This study is basically conducted to identify the factors that contributed towards employee's turnover intention especially in banking industry. In view of there is only few researches been conducted on turnover intention relating to banking industry hence this study is focusing on employees from banks. The major factors studied in this research is *role stress*, *leader member exchange* and *job satisfaction*. Close ended questionnaire were hand-delivered to respondents from five major Islamic banks in Klang Valley. A total of 262 completed questionnaires received and collected data were analysed using SPSS version 22.0. Majority of the respondents is male (64.5%), between the age of 36 to 45 years old (46.2%), most of them are Degree holders (80.2%) and about 58.8% respondents are with six to ten years of experience in banking industry. According to correlation analysis the results showing that there is a positive relationship between role stress and turnover intention. Meanwhile between leader member exchange and job satisfaction on turnover intention shows negative relationship. However, based to linear regression analysis it shows that the relationship between job satisfaction and turnover intention is positive. Thus this has rejected hypothesis number three of this research. Based to the findings it is suggested that hiring a right person for certain position will reduce in stress level and a good leadership style must be implemented. It is suggested that future research conducted in banking industry to identify other contributing factors towards turnover intention and focusing on top management opinions on turnover intention and techniques to overcome such issue.

Keywords: *role stress, leader member exchange, job satisfaction, turnover intention, banking industry*

ABSTRAK

Dalam era yang mencabar ini, kebanyakan pekerja adalah mahir dan berpengetahuan serta organisasi perlu tahu strategi terbaik untuk mengekalkan pekerja mereka. Pekerja cenderung meninggalkan pekerjaan mereka atas pelbagai sebab dan ini memberikan impak yang besar ke arah keupayaan dan prestasi organisasi. Kajian ini pada dasarnya dijalankan untuk mengenal pasti faktor-faktor yang menyumbang ke arah niat pusing ganti kerja terutamanya dalam industri perbankan. Memandangkan hanya terdapat sedikit penyelidikan mengenai isu ini dijalankan dalam industri perbankan, maka kajian ini memberi tumpuan kepada pekerja bank. Faktor utama yang dikaji dalam kajian ini adalah tekanan peranan, pengaruh kepimpinan LMX dan kepuasan kerja. Kaji selidik ini terhad kepada responden dari lima bank Islam utama di Lembah Klang. Sejumlah 262 borang soal kaji selidik yang lengkap diterima dan data yang dikumpul dianalisa dengan menggunakan perisian SPSS versi 22.0. Majoriti responden adalah lelaki (64.5%), berumur antara 36 hingga 45 tahun (46.2%), kebanyakannya adalah pemegang Ijazah (80.2%) dan kira-kira 58.8% responden mempunyai enam hingga sepuluh tahun pengalaman dalam industri perbankan. Menurut analisa korelasi, keputusan menunjukkan bahawa terdapat hubungan positif antara tekanan peranan dan niat pusing ganti kerja. Manakala pengaruh kepimpinan LMX dan kepuasan kerja terhadap niat pusing ganti kerja menunjukkan hubungan negatif. Walaubagaimanapun, berdasarkan analisa regresi linear ia menunjukkan bahawa hubungan antara kepuasan kerja dan niat pusing ganti kerja adalah positif. Oleh itu, ini telah menolak hipotesis nombor tiga kajian ini. Berdasarkan hasil penemuan, disarankan agar majikan mengambil pekerja berdasarkan kepada kemahiran tertentu supaya ini dapat mengurangkan kadar tekanan dan gaya kepimpinan yang baik harus diimplementasikan. Adalah dicadangkan penyelidikan masa depan dijalankan dalam industri perbankan untuk mengenal pasti faktor-faktor penyumbang yang lain ke arah niat pusing ganti kerja dan memberi tumpuan kepada pendapat pihak pengurusan tertinggi mengenai niat pusing ganti kerja dan teknik untuk mengatasi masalah tersebut.

Kata kunci: *tekanan peranan, pengaruh kepimpinan LMX, kepuasan kerja, niat pusing ganti kerja, industri perbankan*

ACKNOWLEDGMENT

This research paper would not be able to complete without the valuable guidance and assistance directly and indirectly from several individuals. Foremost, I would like thanks to Allah because gives me strength in completing this research paper despite having to face various challenges and obstacles.

I would like to express my sincere gratitude to my supervisor, Dr Zurina Adnan and Dr Bidayatul Akmal for the support and guidance given throughout completion of this research. I would like also to thank them for their motivation, enthusiasm and patience in guiding me.

Besides my supervisors, I must express my very profound gratitude to my parents especially my mom and to my partner for providing me with unfailing support and continuous encouragement throughout my years of study and process of research and completion of this thesis writing. This accomplishment would not have been possible without them.

Finally I would also like to thank the experts and examiners who were involved in validating my research and writing and given me with valuable feedbacks. Even though there is some correction need to be done but still the feedbacks provided by them is useful in improving this thesis.

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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
IV	Independent Variable
JE	Job Embeddedness Theory
JS	Job Satisfaction
LMX	Leader Member Exchange
RS	Role Stress
SPSS	Statistical Package for the Social Sciences
TI	Turnover Intention
TOE	Theory of Organizational Equilibrium



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

“The most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity”, Drucker (2006). As such it is vital for employer to keep their best employees with them. Employer also should give importance on the problems encountered by employees in organization and find out the best solutions to overcome any arises issues. Employee also is an individual who was hired by an employer to do a specific job (Murray, 2019). In every organization employees playing important roles in helping the organization to achieve goals and for that reason it is a huge and great responsibility of every employer to retain skilled and experienced employees with them by providing good salary package, benefits and equal opportunity. In consideration of this many employees are striving to get more attractive compensation and benefits and more people-oriented organization (*employee-based organization*). By involving employees in certain decision making relating to company matters are referred as employee-based organization. Throughout this employee feels that they are being appreciated as employees in organization thus will create a win-win situation between employer and employees.

Even though with much benefits and empowerment given to employees, still there are employees whom make a decision to leave the company. The major issue that arises nowadays in every organization is employee's turnover. In view of this many researchers' starts to conducting studies and research in this area both from practical and theoretical standpoint. From a theoretical standpoint, it is important in

understanding on how the root cause of turnover can help in providing alertness on how to overcome such concerns. Whereas, from practical standpoint it is hard to measure on the underlying causes of turnover due to practical standpoint is more on expressing one's personal opinion or comments on existing research. Based to Abassi (2000), turnover is well-defined as moving of workforces around the labor market either between occupations, firms or states.

Looking at turnover, it is divided to two types namely as voluntary and involuntary (Mayhew, 2019). When employees make their personal judgment to leave their current organization is referred as voluntary turnover. This type of turnover usually occurs when an employee's feels that there is another opportunity which is better than the current one available for them (Mayhew, 2019). This may include more recognition, more convenient location, good working environment, and more pay and family or health reasons. Planning for voluntarily retirement from current position also is one of the voluntary turnovers. Whereas, involuntary turnover is referred as organization or management strategies to eliminate employees from a position. This could happen due to dissatisfaction of organization on employees job performance and chooses to fire them, economic pressures which lead the organization to eliminate certain positions and downturns in businesses. Different organization, industry and individual might have different reasons for turnover, but it is learnt that voluntary turnover is contrary to organization and being major problem in every organization (Agovino, 2019). Therefore, researchers are more interested in conducting research or study on voluntary turnover (Zhang, 2016). Based to a book written by Harvard Business Essentials (2002) indicated that people leaves organizations for various causes such as the company's direction shifts, conflict with

immediate supervisor, close friends leaves and an unfavourable change to responsibilities.

According to the research conducted by Abdullah, Said and Adham (2010), the results shows that there are five factors which influencing the employees' turnover behavior. The factors are namely as *organizational, external, employees-involvement, individual* and *work-related*. The researchers indicated that the core influence in retaining employees in organization is internal factor. The researchers also suggested that to overcome the turnover of employees, organization could offer more attractive incentives, offer more flexible working hours and raise their salary. On another research by Noor and Zainuddin (2015), concludes that an employee turnover is basically due to job satisfaction, low salary and relationship between employees and managers or supervisors.

Turnover intention is defined as intention of an individual's to voluntary left the profession or organization and it is important to study the intention as this (intention) is a prediction for perception and judgement of an individual's (Mobley et. al, 1979). Turnover intentions also represent to measurement of employees strategies either to leave their current positions and the writer also mentioned that turnover intent can be either voluntary or involuntary (Curtis, n.d). According to Jha (2009), turnover in organization is actually incurred a huge costs especially in terms of human resource functions such as recruitment, training and loss of knowledgeable employees. It also a loss for organization because they have invested much money for selection and training purposes but end up wasted due to employee turnover. In addition, high rate of employee's turnover also affects the existing staff motivation where it will increase the existing employee's workload and makes them difficult with their own

work planning. As a result, when a skilled employee resigned, it actually gives a negative impact in terms of effectiveness, performance and efficiency of an organization. Employee turnover also gives much impact to organization in terms of productivity, performance and recruitment cost.

1.2 Research background

Most companies in developing countries are facing high turnover issue and this is one of the major problems facing by them. Based to an article published in Singapore Business Review (2018) indicated that in the next 12 months a percentage of 46% of Singapore employees are intended to leave their organization. This percentage has positioned Singapore as one of the country amongst Asia Pacific which has a high turnover rate. This is followed by Malaysia and Australia as a countries which in a categories of having high turnover intention rate. Malaysia is with 38% of turnover intention rate while as for Australia is 35%. Also, the writer outlined that employees in Asia or Pacific is very or somewhat satisfied at their current work and this is rated as 79%. Whereas in other part 73% of employees are expected to switch their current job if they were given the right opportunity. Out of this percentage, 43% of the employees are expected to leave their current job within a year.

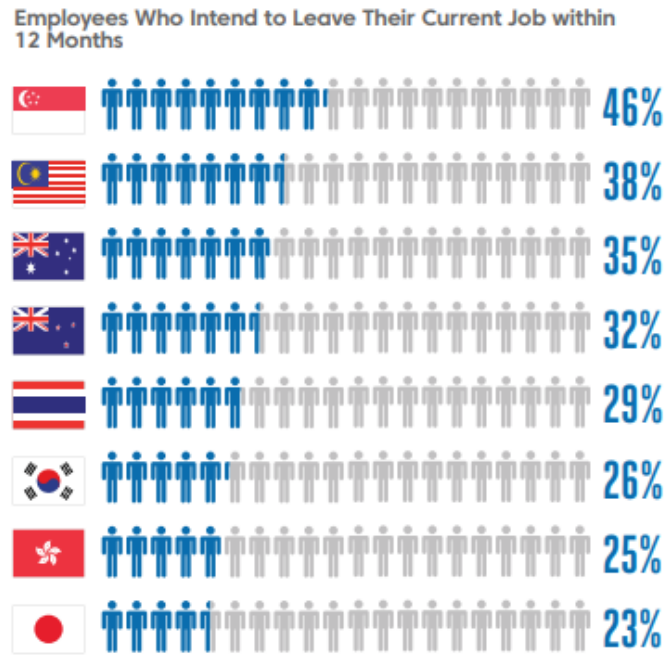


Figure 1.1

Percentage of employees who intend to leave their current job within 12 months

Source: Singapore Business Review, 2018

Referring to Figure 1.1, it shows that many Asian countries companies are actually facing turnover problem which includes South Korea, Malaysia, Singapore and Taiwan. Employees who are thinking of quitting a job has their own determination and goals as for management they will only think on lacking of employees, recruitment, higher cost for induction and training of a new hire and reduction in company production.

According to an article from MyStarJob (2015), the turnover rate in Malaysia has risen from 1.1% to 13.2% in 2014 and further increased in 2015 with percentage of 14.3%. Also it is learnt that many causes that actually contributed towards turnover of employees in organization. Different industry might have different turnover factors and most of the organization failed to understand on the actual grounds that cause turnover intent amongst employees. In current labor market turnover intention

has become crucial where employees are making a decision to leave the organization or the organization itself terminating their staffs. Reimink and Cole (2017), mentioned that the turnover rate has risen in 2017 for banking industry where 7.3% is an average percentage of turnovers is from officer's level and 18.9% is for non-officers level (refer to Figure 1.2). This percentage is considered as the highest percentage in banking industry for the year of 2017 even with the increase of salary and other benefits.

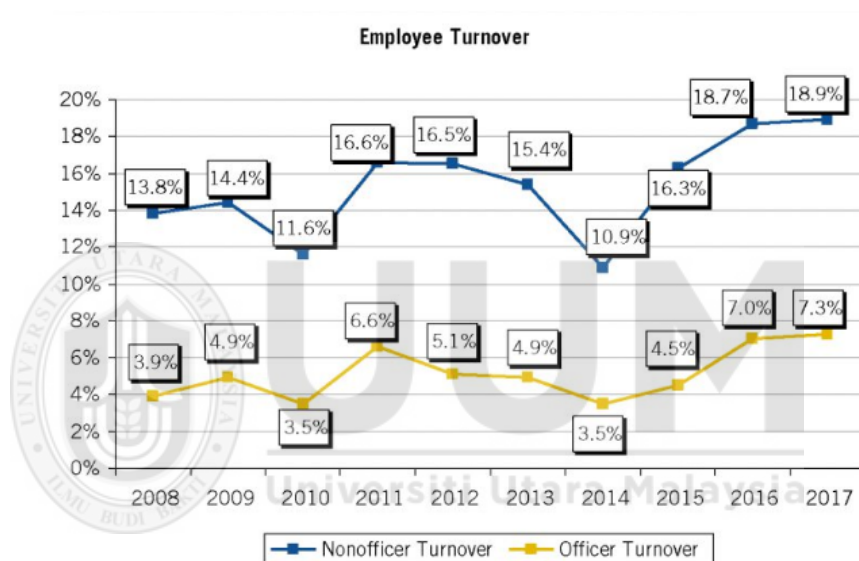


Figure 1.2
Employee turnover rate based to officers and non-officers
 Source: ABA Banking Journal

Every organization striving in keeping their employees satisfied with them so that they are able to retain competent people for the achievement and effectiveness of the organization so that they are in line with current business competitiveness (Hausknecht, Rodda and Howard, 2009). Thus, the current study is directed in consideration of examining causes or factors that initiate employee's intention of turnover especially in banking industry. Fundamentally this study is concentrating on the influences of *role stress*, *leader member exchange* and *job satisfaction* towards

turnover intention. Further explanation of each variable will be outlined in chapter two.

1.3 Problem Statement

Nowadays turnover of employees being the most critical concerns where an employer is striving and come out with varieties of method for retaining employees. According to the research conducted by Rahman (2012), mentioned that based to Hewitt Associates (2009/2010), turnover rate in Malaysia has risen from 9.3% on 2009 to 10.1% in year 2010. From stipulated percentage the top contributor is from financial services industry which is 18.3% and this includes banking industry. People choose to maintain with their current organization when they feels that the organization as a source of pride and affiliation, when they distinguish their work as meaningful and when they respect their supervisors or management (Harvard Business Essentials, 2002).

This issue becomes more serious since the employees hop from one organization to another organization because they find that the other organization providing more privileges than the one they worked for (Marcum, 2015). In order for that, the organization should understand that apart from salary and other monetary incentives employees also need non-monetary incentives and privileges so that it will encourage long-run motivation in them and stay with organization. Studies conducted by Li, Sawhney and Tortorella (2019), were focused on turnover intention among manufacturing workers in Tennessee, USA. The researchers examine elements such as *organizational commitment*, *job satisfaction*, *leadership*, *work-family conflict* and *job performance* towards turnover intention. The results showing that *job satisfaction*

and *organizational commitment* has negative connection with employee's turnover intention, meanwhile *work-family conflict* has positive relationship with turnover intention. The researcher also suggested that there should be policies executed for enhancing workers organizational commitment, job satisfaction, improving leadership style and balancing work-family commitment so that it could reduce the turnover intention among employees.

On another study by Song (2016) conducted in retail industry at Downtown Area in Bangkok were focused on exploring the relationship between *stress, experience, salary, leadership support, organizational commitment, job satisfaction* and turnover intention. From the studies, the outcomes revealed that workers in retail industry have high turnover intention and the key factor that leads to employee's turnover intention is *job satisfaction*. Also, the study concluded that there are statistically significant relationships between *experience, salary, leadership support, organizational commitment* and *stress* towards turnover intention. It is suggested by researcher that the company managers should develop strategies that will give high satisfaction and commitment to employees and will make them retain with same company.

Research conducted by Raza et.al (2017) among banking employees in Pakistan on the factors of *job stress, abusive supervision* and *pay satisfaction* towards turnover intention showed that there is negative effect of *pay satisfaction* on turnover intent whereas for job stress and abusive supervision showing significant positive effects. The study also concluded that *pay satisfaction* as core contributor of turnover intention among employees. However the researcher founds that all above mentioned factors are actually influencing the turnover intention of banking employees. Hence

organization should provide a very satisfactory working environment and abusive at workplace should be avoidable.

On further note, based to 2015 Employee Intentions Report, Malaysia, which the survey conducted by Michael Page found that 53% of employees tend to leave their current organization due to insufficient of career progression in financial industry which includes of banking industry as well. In another research done by Mansor and Aida (2015), mentioned that according to the report by Tower Watson Data Service (2012), Malaysian banking industry has actually suffering due to increasing of turnover rate from 11% in 2010 to 15% in 2011 even though government has announced that there is an increment in banking employees salary of 5.3%.

Similarly, an article written by Ufer (n.d), indicated that the banking and finance industry turnover rate is at 18.6% and this is the highest percentage of turnover compared to other industries. Employee's turnover intention exists in every organization and industry. Among all the factors studied previously the main important elements that contribute for turnover intention especially in banking industry is *role stress*, *leader member exchange* and *job satisfaction*. Reason being is, working at financial institution is challenging and the need for cooperation, good relationship among employer and employees are vital. The need of following dynamic change of financial regulatory, work overload and dealing with consumers is much challenging for banking employees (Burlakov, 2019). Furthermore there are only few researchers that conducted research in banking industry on the real cause of turnover intention. Moreover few studies have integrated to investigate on *role stress*, *leader member exchange* and *job satisfaction* as factors of turnover intention in banking industry (Islam et al., 2019; Falahat, Kit and Min, 2019; Tareef, 2013;

Ekong, Olusegun, and Mukaila, 2013; Naveed, 2019; Rahman and Iqbal, 2013; Ibrahim, Hilman and Kaliappen, 2016; and Hasan, Noreen and Hafeez, 2018). Thus, the current study is essentially directed to examine the relationship between *role stress*, *leader member exchange* and *job satisfaction* towards turnover intention.

1.4 Research Questions

In this fast paced business world with more skilled and experienced individual, employer must understand and determine on the employee retention program. By doing so the employee are able to stay with current employer longer and indirectly it will help in achieving organization goals as well as increasing in company profit. Specifically, this study is set to response the following questions:

- 1.4.1 Is there any positive relationship between *role stress* and turnover intention among employees of banking industry?
- 1.4.2 Is there any negative relationship between *leader member exchange* and turnover intention among employees of banking industry?
- 1.4.3 Is there any negative relationship between *job satisfaction* and turnover intention among employees of banking industry?

1.5 Research Objectives

The objective of this research is to identify the factors that contribute to turnover intention among employees in banking industry. However the primary objective is to examine the relationship between *role stress*, *leader member exchange* and *job satisfaction* on employee turnover intention. In view with this, following research objectives will be addressed:

- 1.5.1 To examine the positive relationship between *role stress* and turnover intention among employees of banking industry.
- 1.5.2 To examine the negative relationship between *leader member exchange* and turnover intention among employees of banking industry.
- 1.5.3 To examine the negative relationship between *job satisfaction* and turnover intention among employees of banking industry.

1.6 Significance of Study

The relevancy of this research is to examine the relationship between *role stress*, *leader member exchange* and *job satisfaction* with turnover intention and the significant influences of *role stress*, *leader member exchange* and *job satisfaction* and turnover among employees of banking industry. By classifying the relationship between those factors, it helps the readers in understanding the real causes that contributed towards employee's intention for leaving their current position or organization.

Besides that, through the result of this research, it also helps in enhancing understanding on among the outlined factors which one has actually contribute to the highest and lowest percentage for turnover intention among employees in banking industry. The outlined factors are *role stress*, *leader member exchange* and *job satisfaction*. This research will be helpful for the organization to understand on their staffs needs and wants. Apart from that, this research also helps in providing some appropriate recommendation to overcome such issue in organization. Moreover, this research is useful to organization especially for top management by when the

management will get an opportunity to understand better about their employees and they will be able to minimize their employee's intention from leaving the company. With the use of the same contributing factors for turnover intention which were used in this research, the organization would be able to motivate their employees by creating new strategies. For example the superior must willingly to help and coordinate their staffs in a correct way and allow flexi work schedule for employees to complete their tasks. On the part of practical significant, this study suggested that future research should conducted in identifying other contributing factors to turnover intention among employees especially in banking sector. Also, this study helps in detailed understanding on *role stress*, *leader member exchange* and *job satisfaction* and turnover intention and its relationship.

1.7 Scope of Study

This research conducted by using samples from banking industry. This study is mainly focusing on correlation between *role stress*, *leader member exchange* and *job satisfaction* and turnover intention among employees from banking industry. By identifying those factors and the results, it would be valuable for employer in highlighting the factors that associated with employee's turnover intention and come out with new strategies for employee retention.

The data for this research were collected based to the close ended questionnaires which were distributed to bank employees. The collected data were analyzed using Statistical Package for the Social Sciences (SPSS) version 22 and the result is presented in table and graph formatted with the use of Pearson Correlation analysis and Liner Regression. The survey was conducted among employees from five major

Islamic banks in Klang Valley area. The sample size of this study is 370 bank staffs and this includes the sample from age group of 25 years old to above 55 years old, from SPM to PhD qualified staffs, working experience from less than one year to more than 15 years and position level is from clerk until senior manager and above.

1.8 Definition of Key Terms

1.8.1 Turnover

According to an article written by Mayhew (2019), the numbers or percentages of employees or workers who are leaving their current working organization and this vacant place being replaced by new hire is defined as employee turnover.

1.8.2 Turnover intention

Turnover intention refers to intention or aiming or target of employees to leave their existing employment organization which specifies the break or breach of the relationship between employees and the organizations (Chang, 1999)

1.8.3 Role stress

Role stress is referred to the level of stress which was experienced by an employee in organization due to their role where they assuming that the holding role based to their expectation and their colleagues at workplace (Khetarpal and Kochar, 2005).

Role stress also defined as the condition which affect employee sense of mental health, physical health and overall well-being when one's are being given a tasks which beyond than their ability to cope.

1.8.4 Leader-member exchange

A relationship that developed between leaders and their followers is refers as leader member exchange (Erdogan, 2015). High quality of leader member relationship is characterized by liking, mutual respect, trust and quality of relationship which has direct implications on employee's effectiveness and job-related well-being.

1.8.5 Job satisfaction

A pool of feelings towards a job is defined as job satisfaction (Spector, 1985) and there must be a concrete measurement to measure a person's job satisfaction which includes benefits, pay, supervision, rewards, positive communication and promotion.

1.9 Organization of Chapter

Followings are the chapters which outlined in this research:-

Chapter One: Introduction

This chapter includes of introduction, research background, problem statement, research questions, research objectives, significant of study, scope of study and organization of each chapter.

Chapter Two: Literature Review

As for chapter two, it reviews the literatures and theories that related to the studied topic. This chapter mainly reviewing the previous researchers research on the topic of study as a first layer to get an idea on carrying the current research. The review made based to journals, articles, reference books, and sources from online learning.

Chapter Three: Methodology

Chapter three describes on the methods used to gather information that helps for study. It will also include the pilot study results which is helpful in collection of accurate data.

Chapter Four: Results and Findings

This is the important chapter in which here the collected data will be presented to identify the outcome of the research and analysis of the study. The outcome of each question will be presented at this chapter using graphs, charts and statistical analysis.

Chapter Five: Discussion, Recommendation and Conclusion

This is the final chapter which emphasis and focusing on concluding the study by giving final result and recommendation for organization and upcoming study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section focusing on various literatures, previous studies and researches that related to the variables examines in this study. The predictors are namely as *role stress*, *leader member exchange* and *job satisfaction* and turnover intention. Also the relationships between those variables are also explained in this chapter. This chapter also discussing on theories that related to the studies.

2.2 Definition and conceptualization of variables

2.2.1 Turnover Intention

When turnover rate is increased, it is a sign that the organization is towards the failure in achievement of their organization objectives. The reason being it is always be the fact that employees are the key player in determination of a company effectiveness, survival and performance (Drucker, 2006). Turnover defines as employee's actual behavior of exiting or leaving the organization. The actual predictor for turnover is *turnover intention* and this is being proofed by many studies which were conducted in regards to employee turnover (Mignonac, Herrbach and Guerrero, 2006). As mentioned by Tett and Meyer (1993), turnover intention defined as readiness to seek for other opportunity in different organization.

Foster, Lonia and Shastri (2011) claimed that workers who are displeased and frustrated have greater intention to leave the organization compared to those whom

are satisfied. Turnover intention in employees is not predictable and it can occur anytime. The author also added that this type of employees will not likely loyal and committed to their organization in view of they lost the interest with their existing organization due to dissatisfaction. This studies was conducted in USA among accountants to identify on how mentoring affects the turnover intentions and career plateau tendency of employees.

2.2.1.1 Predictors and consequences of turnover intention

Looking on turnover intention, there are numerous predictors or determinant that actually influencing the workers intent to leave. Based to the study conducted by Arshad and Puteh (2015) among employees of Woongjin Coway (M) discovered that the factors of *available job alternative's* and *work-life balance* have negative effect on employee's turnover intention. On another research by Albaqami (2016), conducted among faculty member of Saudi Public universities, examining on relationship between *demographic variables (age, gender, tenure and position)*, *organizational variables (interpersonal relationships, working environment and payment justice)* and *individual variables (organizational commitment and job satisfaction)* concluded that key contributing factor of turnover intention was *interpersonal relationships*. This is followed with *working environment, organizational commitment, job satisfaction and payment justice*.

Whereas, another researcher examining on the effect of *positivity, good salary, training and job satisfaction* in turnover intention (Guðlaugsdóttir, 2016). The study was piloted among workers from healthcare organization in Iceland. Based to the result, the main factor which affected the turnover intention is *positivity* which

referred as *positive mindset*. The researcher also mentioned that a *positive mindset* among employees helps in reducing the turnover intention. Studies by Alzayed and Murshid (2017), identifies that *job satisfaction* and *employee's perception* is the core contributor towards worker's turnover intention among workers at Kuwait Ministry of Information. The researchers has examining factors such as *employee's perception of complexity (empowerment, rewards and recognition and job security)*, *employee's perception of job engagement*, *employee's perception of job satisfaction*, *employee's perception of support (supervisory support, social support and training)*, and *employee's perception of commitment (empowerment, rewards and recognition and job security)* and towards turnover intention. In another study by Yi (2012), examines factors such as *occupational stress*, *organization justice*, *perceived alternative employment opportunities* and *empowerment* among bank employees in Malaysia towards turnover intention. The result shows that *empowerment* has a very strong relationship and the main contributor of turnover intention among workers.

Turnover intention or turnover among employees gives a negative impact to organization. An article by Leonard (2018), mentioned a high turnover will increase the cost of a company in terms of spending money for recruitment, hiring and training new employees. Thus it is actually influence and reducing the opportunity for a company to make money as they are paying and losing money for recruitment, hiring and training new employees. Based to the same article also the writer indicated that an employee's turnover will impact in numbers of team members to do specific job and this will drop the productivity due to shortage of staff. Even the company able to remain the productivity by seeking assistance from another staff to replace temporarily on specific job this is actually adding a burden to that staff.

2.2.2 Role Stress

The *behavioral, psychological and physiological* reaction by a person when they felt a deficiency of steadiness between the given demands to them and their capability to fulfill those demand define as *role stress* (Cordero and Jose, 2009). According to Umass (2015), job stress is referred as harmful emotional and physical responses that occurs when need, resources or capabilities of worker does not match with requirements of particular job. On another hand, based to World Health Organisation (2007), has defined role stress as response of a person when they have presented with pressures and work demands which is not matched to their abilities and knowledge and in which their ability to cope is being challenged.

In general, Katz and Kahn (1966) have categorized *role stress* into *role overload*, *role conflict*, and *role ambiguity* (Cordero and Jose, 2009). Role overload involves both psychological and physiological stress which leads to negative mental illness and physical issues. Role overload happens when workers were given multiple tasks in a period of time, but it is impossible to complete in actual given timeframe. Job satisfaction of an employee will reduce and lead to higher turnover when employees experienced role overload (Cordero and Jose, 2009). On the other hand, when an organization expectation was not met with an employee expectation is refers as role conflict (Cordero and Jose, 2009). Role ambiguity is referring to undefined information on individual role in organization. When employee feel conflicted about which job responsibility to handle at any given time it will resulting in low job satisfaction in which the end result lead to that particular employee decided to leave the organization (Conant, 2017).

2.2.2.1 Relationship between *Role Stress* and *Turnover Intention*

Based to Arshadi and Damiri (2013), an analysis report from responses of an employee in Iranian drilling company found that between *stress on the job* and employee turnover there is a strong relationship. The study conducted by Sattar and Ahmed (2014) among banking employees in Bahawalpur, found that between high *employee job stresses* and employee turnover there is positive relationship. The study conducted to examine the elements affecting turnover intention among banking employees in Bahawalpur and here the researcher examining four factors namely as *career growth, compensation, job stress* and *work environment*. Basically an organization which has a clear work roles structured has lower turnover rate compared to organization which have an undefined work roles. This is due to as an employee they knew was their own job responsibilities and they also knew what is expected to be delivered by them (Mwami, 2014). The writer (Mwami, 2014) also mentioned that role stress may resulting in tense outcomes when employee feels dissatisfied and this also will lead to turnover intention as well as it also will affect the employees well-being and health. High employee turnover also is due to ambiguity of work roles. The reason being is the employee's feels that they are being misused by their employers by giving multiple roles and job tasks and reporting lines.

As an example which was mentioned by Morrison (1994), a bank officer has been placed at credit department in branch and his duty is to report on the credit issues and management to credit manager. However he is also required to taking care and being responsible for branch customer service issues and need to reports it to branch manager. Here his roles has become two instead one and this become a role stress for

him. Research which was conducted by Sewwandi and Perera (2016) discovered that *job stress* and turnover intention among employees has positive relationship. The researchers conducted this research in Sri Lanka amongst machine operators in apparel firm and the key concern of this research is to ascertain on how the *job stress* has actually influence the turnover intent among workers. This study also revealed that majority of machine operators in clothing firm has a high degree of *job stress*.

A research among private commercial banking employees in Bangladesh by Islam et al. (2019) identified that relationship between *job stress* and turnover intention are significant. Based to the result, there are four factors that highly influencing the turnover intention among banking employees such as *clearness of goals and objective of work, workload and change in mind set, flexibility at work and long hours and fast work*. On a similar study conducted among banking industry employees in Malaysia by Falahat, Kit and Min (2019) examines on the actual causes that contribute to turnover intention. Factors that studied are *working environment, salary, job enrichment and job stress* with mediating factors of *job stress* towards turnover intention. The result showing that *job enrichment, job stress and working environment* affecting job satisfaction which finalizing that *job stress and job satisfaction* has a significant relationship on turnover intention. The study also identifies that *working environment and job stress* have indirect effect on turnover intention.

2.2.3 Leader Member Exchange

Leader Member Exchange also identified as LMX. It is a theory which was developed in North America in the 1970's. The theory emphasizes on relationship that developed between managers and members. LMX concentrated on two way relationship between leaders and subordinates and employers and employees which is referred as relationship-based approach theories. LMX also describing on the ability of a leader on how effective they are in maintaining his or her position through a good agreements and dealings with his or her subordinates. LMX has negative influence on turnover intention because when there is a good relationship between leaders and employees exist it will lower the turnover intention among employees.

It is recommended that the quality of LMX influences subordinates decisions, responsibility, and access to resources and performance when leaders develop an exchange with each of their subordinates. Based to Figure 2.1 there are three stages under LMX theory namely as *role-taking*, *role-making* and *routinization*. The first time members joining the group are refers as *role-taking*. At this time, managers will assess new member's skills and abilities and opportunities given to them to demonstrate their capabilities. As for *role-making* stage, new members will starts to work on tasks and projects as one team. At this stage also, an unstructured and informal work-related factors negotiation takes place among leaders and the members. Managers commonly presume at this stage new fellows will be loyal, prove trustworthy and work hard. At this stage, managers will categorize the new members into two groups. As per shown in Figure 2.2, the groups are in- and out-group. An in-group team member includes those who are trusted by manager and

give them chance to prove themselves trustworthy, skilled and loyal. Usually managers will provide interesting and challenging work, offering chances for extra trainings and advancement and care for this group. The team members in these groups get more one-to-one time with the managers and have similar work-ethic and personality with their managers. As for incompetent, unmotivated and lack of trusted member is being categorized under this group. The members are often given unchallenged tasks, restricted and have less access and communication with managers and regularly no opportunities for growth or advancement is given.

The last stage is routinization. Routine between manager and their team members were established as a last stage. Here members from in-group will attempt to retain good opinion of their managers and as for out-group members they may start to feel displeasure or disbelief their managers and once the perception has been established it is extremely hard to move out from this group. In order to “start over”, members in this group may have to change organizations or departments.

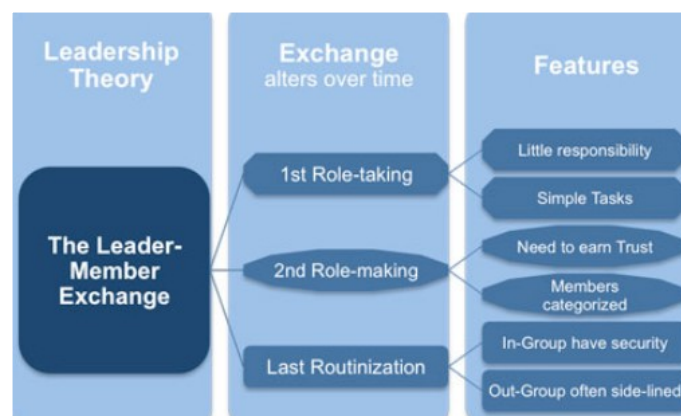


Figure 2.1
LMX Theory Stages

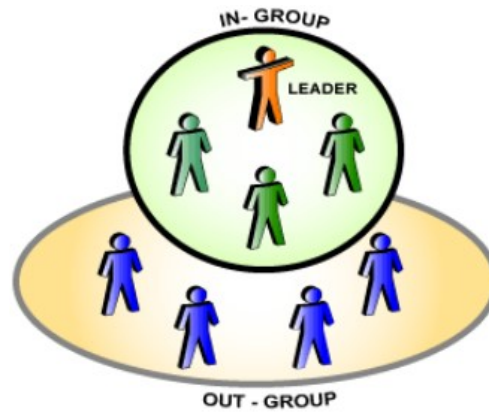


Figure 2.2
Role-Making Group

2.2.3.1 Relationship between *Leader Member Exchange* and *Turnover Intention*

LMX is a principle in understanding the leadership at work. When leaders are failed to develop a good relationship or contact with employee than different types of leadership relationship will occurs (Kumar and Singh, 2012). According to research by Ballinger, Lehman and Schoorman (2010), reveals that greater value of LMX relationships contribute to lesser turnover rate and showing negative relationship between LMX and turnover. This study is basically conducted to investigate character of *leadership succession* as a moderator of the relationship between LMX and turnover intention among employees from two different organizations and the researchers has actually conducted two studies. On the first research among employees from veterinary hospitals shows that high LMX lead to lower turnover among employees. Whereas the second study conducted among employed adults from different organizations founds that the *affective reactions* and *cognitive* intermediate the relationship between LMX and turnover intentions among employees.

Based to Kim, Lee and Carlson (2010) found employee decided to leave organization when there is lower and higher quality of LMX relationship. This study was

conducted in South Korea hospitality industry especially among frontline workers and supervisors in hotel properties. The result showing that negative relationship between LMX and turnover intention found in frontline workers, which indicating that with high LMX the level of turnover over intention also increase. The researcher suggested that this might be due to the strong relationship between supervisors and subordinate which gives the frontline workers a better opportunity for upward mobility outside the current employment. Low LMX also reduced the opportunity for frontline workers to move upward even within the organization thus make them to make decision to leave the company. Whereas for supervisors, the relationship between LMX and turnover intent is negative and established that higher LMX resulting in lower turnover intention. The researcher moreover found that turnover rate is higher among non-supervisory employees (eg; frontline) than supervisory employees.

Richard et. al., (2009), debated that there are significant correlation between employees and supervisor relationships. Based to the researchers, Thomas and Tymon (2009) argued that youngsters often looking for leaders who could guide them for greater success in their career development rather than those who just giving instruction to get things done. As an example which was outlined by Tareef (2013), in his research, a bank which is failed to fulfill a condition of having a skillful superior who could guide his subordinates for career development has finds themselves in a very critical situation where most of their employees feels displeased and leads to high turnover.

On another research by Shaalan, Elsaid and Elsaid (2019), their survey result showing that between LMX and employee turnover intention there is direct

significant positive relationship. This is because the employee turnover intention is high when the LMX quality is good. The researchers conducted the survey among employees from telecommunication industry in Egypt and they are measuring on effect of LMX towards turnover intent. The measurements used in this research are turnover intention and *loyalty, affect, professional respect* and *contribution* as independent variables and intercultural competence as moderating variable.

Based to another research conducted by Saeed, Waseem and Sikander (2014), the result shows relationship between LMX and turnover intention among employees are negative with significant of ($\beta = -.206$), ($p = 0.018$). Thus, the results have validates their hypothesis on “*LMX has a direct negative association with turnover intention*”. Researchers using sample from different industries both from upper and lower level employees in Pakistan. The factors that examined in this (Saeed, Waseem and Sikander (2014)) study are *emotional intelligence, leader member exchange, job performance, organizational commitment* and *job satisfaction* and turnover intention. Moreover, researchers also indicated that if information flown by leader to their member is more accurate and fluent, it will satisfy the employees thus their intention for turnover can be lowered.

A study conducted among workers from manufacturing sector in Karachi showing that there is negative relationship between LMX and turnover intention (Adil and Awais, 2016). This study conducted to explore the influence of *interpersonal relationship, individual feeling of energy, leader member exchange* and *creative work involvement* on turnover intention. The researchers also mentioned that the main contributor of turnover intention among workers in the chosen industry is *leader member exchange* and *creative work environment*. A study in Nigerian banks

revealed that between managerial style and turnover intention there is significant relationship (Ekong, Olusegun, and Mukaila, 2013). The main determination of this study is to examine the relationship between *managerial style* and staff turnover intention. On a similar study which developed at private banking industry in Karachi found that between LMX and turnover intention among employees there is negative relationship (Naveed, 2019). This study examined on the factors of *LMX*, *job satisfaction* and *organizational commitment* on turnover intention.

2.2.4 Job Satisfaction

Job satisfaction refers to an individual attitude towards their job. Theory says people will positively performing their job when they have a greater satisfaction level whereas those with lower level satisfaction will hold negative attitude towards their job. In sustaining an employees and retaining them to be loyal with organization, *satisfaction* is the fundamental for it (Saeed et al., 2013). Locke (1976) has described *job satisfaction* as pleasurable expressive subsequent from one's job or job experience. The positive feeling towards one's job will result in fulfilling or allowing them to value their job as important.

Based to Robbins and Judge (2003), *job satisfaction* is a common behaviour of an individual towards their job. In brief, an actual response by employee on their particular job can be measured as *job satisfaction* and as results employer provides them with recognition. The main reason for employees to leave their jobs is *job satisfaction* (Barak, Nissly and Levin, 2001). Job satisfaction levels of employee become a determination for them to make judgement either to leave or retain with

current organization (Chen et al., 2011). The researchers also concluded that satisfied employees will be more loyal with their current organization.

An intrinsic and extrinsic satisfaction is two type of job satisfaction. Intrinsic satisfaction referred to a task that could create a job which is being considered by workers that it is only the kind of work that they do. Meanwhile extrinsic satisfaction refers to working conditions such as superior, coworkers and pay which are considered by workers. With refer to this intrinsic and extrinsic satisfaction, a research conducted Mahdi et al. (2012) among employees from local printing company in Malaysia revealed that intrinsic and extrinsic satisfaction has opposite influence on employee's turnover intentions. It also showing that between these two types of satisfaction, intrinsic job satisfaction is actually having a stronger influence towards turnover intention among employees.

2.2.4.1 Relationship between *Job Satisfaction* and *Turnover Intention*

Ramayah, Jantan and Tadisina (2001), reveal that how employees are balanced to join the work and how they get motivated and enforced to perform their jobs referred as *job satisfaction*. Based to the research by Atef, Leithy and Al-Kalyoubi (2017), in the local companies in Egypt, they established that there is significant connection between *job satisfaction* and turnover. It means that employee tend to leave their employment due to dissatisfaction of an organization example in terms of the management rules and regulations, salary and benefits. This study also examining on relationship between *organizational commitment* and *job involvement* towards employee's turnover intention. Also, it is found that *organizational commitment* significantly influences the turnover intention.

Flint, Haley and McNally (2013) on their research on call center employees in Canada found that employees decided to leave their current positions when they became dissatisfied with the organization policies and treatment towards them by their supervisors. On the similar studies conducted by Hechanova (2013), discovered that *job satisfaction* and employee turnover has a significant relationship among a call center environment in Philippine. On another research by Rahman and Iqbal (2013), the result shows workers at private commercial bank in Bangladesh have a positive relationship between *job satisfaction* and employee turnover intention. The research is focusing on examining the relationship between *job satisfaction* and turnover intention. As such the researchers confirmed that between *job satisfaction* and employee's turnover intention there was a positive relationship. This is because Annova test for single factor showing that the calculated value of F is 5.684 which is higher than the F_{crit} (1.899) at 5% level with df . Thus this result has accepted the research hypothesis of the factors of job satisfaction have a positive relationship with employee turnover.

Based on former research (Chen et al., 2011), it discovered that between *job satisfaction* and turnover intent, there is strong negative relationship. *Job commitment* became one of the factors of *job satisfaction* which contribute to turnover. If an employee are actively involved or committed to their job they will feel satisfied thus will create higher job satisfaction level and subsequently lowering the turnover rate. Based on research conducted by Saeed, Waseem and Sikander (2014) among employees in Pakistan, showing that there is a negative relationship between *leader member exchange*, *job performance* and *job satisfaction* on turnover intention among workers. Thus, these results have confirmed their research

hypothesis on *job satisfaction* is negatively associated with turnover intention. On another note, Hellman (1997) mentioned that when there is an increase in dissatisfaction level among employees it will result in a higher chance of other employment consideration by employees. The study by Hellman (1997) is focused on relationship between *job satisfaction* and intent to leave which was conducted among U.S federal agency employees.

On the other hand, research by Alam and Asim (2019), also confirmed on existence of negative relationship between *job satisfaction* and turnover intention. The study conducted among nurses in Karachi where the main focus of the researchers are on examining the *job satisfaction level* and turnover intention. The study also further explained that *satisfaction with organization policies and strategies, satisfaction with supervision, compensation levels, career development and task clarity* has negative connection with turnover intention. A similar research on determining the relationship between *job satisfaction* and turnover intention which conducted by Ibrahim, Hilman and Kaliappen (2016) amongst employees in Nigerian banking industry concluded that there is significantly negative relationship between *job satisfaction* and turnover intention. Same researchers also indicated that implementation of good practices which enhance employee's job satisfaction is essential.

On other hand, research by Hasan, Noreen and Hafeez (2018) examines on the impact of *perceived organizational support, trust and job satisfaction* on turnover intention. This study was conducted among employees in banking sector at Pakistan. The final result discovered that *perceived organizational support* has positively affected *trust* and *job satisfaction* and another result also showing that *trust* has

positively affecting *job satisfaction*. As overall findings, it shows that *perceived organizational support, trust and job satisfaction* has negatively affected the turnover intention of workers. Thus it concluded that the main contributor of turnover intention is *perceived organizational support, trust and job satisfaction*. On another study by Ayalew (2015) among employees at Bunna International Bank S.C found that there is a significant negative relationship between job satisfaction and turnover intention. The researcher examined factor of job satisfaction, demographic factors (age and length of service) and perceived available employment opportunity on turnover intention. The regression analysis results shows that between job satisfaction and turnover intention there is strong negative relationship with result of $R = -.665, P < .01$.

2.3 Underpinning theories

2.3.1 *The Social Exchange Theory*

The origins of *the social exchange theory* are from an American sociologist back in 1958 named George Homans' when he published an article entitled "Social Behaviour as Exchange". A framework has built in by Homans with a combination of basic economics and behaviourism. Following studies by Blau (1964) and Emerson (1976) has extended the factors of fundamental concepts which derived by Homans'. *The social exchange theory* is a concept which focusing on the relationship between two social entities or people which created over a cost-benefit analysis. The relationship is depends on to which extent of these entities respects social rules and norms of exchange implicitly and explicitly agreed upon between the two parties. In short, this theory is designed to define the effort shown by individual in a person-to-

person relationship (Cherry, 2015). This theory is unique as it is not necessarily measuring relationship on emotional metrics but it is a systematic process which relies on logic and mathematics to determine the balance within a relationship (Cherry, 2015).

The above theory is relevant to current study which examining on relationship between *role stress*, *leader member exchange* and *job satisfaction* on turnover intention. From management perspectives, hardworking employees who is always consistently showing an outstanding performance and can be relied in getting any job to be done on time. However management failed to understand that even though the best employee can show an outstanding job performance but they are still not able to complete tasks which are beyond their own capabilities. When this happened and being ignored by management, it triggered the employees to leave the organization and increase turnover intention. Based to *the social exchange theory* it is suggested the management should understand on their employee's individual capabilities, strength and weakness before giving them any role or tasks.

Employees realize that they do not get much attention from their supervisor, superior or managers will increases their turnover intention. Even though employee are good in get along with their colleagues but the relationship between supervisors, superiors, or managers is not good than this will pushed the employee for intent to resign. Based to *the social exchange theory* a relationship that exists between two entities is must in a way that accepted and agreed by them and this is essential to further longer the relationship. By when an employees are worked extremely hard but they was not paid well for their efforts it would lower this satisfaction which in the end lead to turnover intention. *The social exchange theory* suggested that employees always

looking for good benefits and compensation in order for them to determine their satisfaction towards their job.

2.3.2 *The Theory of Organizational Equilibrium (TOE)*

Another related theory is “*the theory of organizational equilibrium (TOE)*”. This theory is relating to the steadiness of employees contributions and encouragements with those the employees are worked for. This is the theory which was introduced by March and Simon (1958) as the first official theory of voluntary turnover intention. The theory is mainly deliberating on employee’s intention of turnover after consideration of employee’s perception against organization, contributions towards organization and the effect of organization to one’s life. *TOE* is linked to job satisfaction of employees which lead to turnover decision by them. It is also learnt and suggested from this theory that the more satisfied employees with their current job will increase their desire to retain with their organizations.

2.4 Research Framework

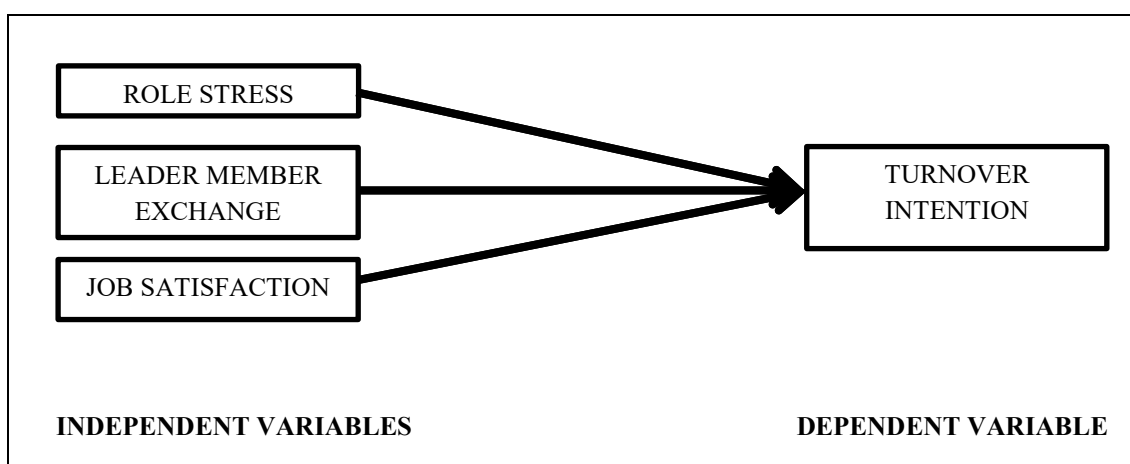


Figure 2.3
Research Framework

The proposed framework as above Figure 2.3 serves a base for this research. The key concentration of this study is to extract the relationship between *role stress*, *leader member exchange* and *job satisfaction* towards turnover intention in banking industry. By using this framework also three hypotheses has been develop to check on the importance of relationships between *role stress*, *leader member exchange* and *job satisfaction* towards employee's turnover intention.

2.5 Research Hypotheses

Based to the proposed conceptual framework following hypotheses as per Table 2.1 below has been developed to study on the relationship between *role stress*, *leader member exchange* and *job satisfaction* towards employees turnover intention.

Table 2.1
Research hypothesis

Hypothesis	Hypothesis Develop
H1	There is positive relationship between <i>role stress</i> and employee turnover intention in banking industry
H2	There is negative relationship between <i>leader member exchange</i> and employee turnover intention in banking industry
H3	There is negative relationship between <i>job satisfaction</i> and employee turnover intention in banking industry

2.6 Chapter Summary

In conclusion, this chapter is basically explaining on independent and dependent variables which examined in this research. Also, relationship between those variables also discussed in this chapter. A previous study which is related to this research also is explained in this chapter. Related theories and suits with this study are also being discussed at this chapter. The key objective of this study is to observe the relationship between *role stress*, *leader member exchange* and *job satisfaction* and

turnover intention among employees in banking industry. Research framework and developed hypotheses for this study also discussed in this chapter.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter is explaining on method used for data gathering and analysis. The systematic way of solving research problem is referred as research methodology (Kothari, 2004). He also claimed that research methodology is not only dealing with research method but also explaining on the reason why the researcher is using such methods or techniques from various types of available methods and techniques and also why did not use others. He also argued that research methodology also helps researcher to determine which are the best and appropriate methods or techniques to be used for their research so that an accurate data could be generated. The collected data will then analyse quantitatively.

3.2 Research Design

According to Cooper and Schindler (2008), research design refers to outline, plan or scheme that being used to create answers for research problems. On another hand, Creswell (2014) argued that research design is the organization of research which includes all fundamentals in a research project. This study is based to descriptive research design since the study is projected to gather quantitative data that describes the relation between *role stress*, *leader member exchange* and *job satisfaction* towards employees turnover intention in banking industry. Basically descriptive type study is used to address questions through an experimental valuation which involved numerical quantitative measurements.

Descriptive research design is used to collect information which is relating to current or firsthand information of issues to describe the existence with respects to developed variables in a situation (Sekaran, 2003). Descriptive research design is conducted by many researchers to determine the answers to the questions that are stated in the questionnaire. Mainly by using descriptive research design, the researcher will try to get an answer for the questions on “what”, “who”, “how”, “when”, and “where”. This research considered it is relevant to use descriptive research design since it easier for collection of reliable data which is describing the current situations or rating of employee’s turnover intention. To gather the data by using three different independent variables towards one dependent variable is effective when descriptive research design were used.

Looking at the paradigm of research there are basically dived into two types which is positivism and non-positivism or interpretivism. Based to Rossman and Rallis (2003), they have defined paradigm as “shared understandings of reality”. They also further defined that there are two types of paradigm which is positivism and interpretivisim (non-positivism). Here they (Rossman and Rallis, 2003) mentioned that positivism is connected with quantitative research while interpretivism is relating to qualitative research. Here for this research, the use of research paradigm of positivism or deductive reasoning is essential in view of this research is conducted to find on the significances of relationship between *role stress*, *leader member exchange* and *job satisfaction* and turnover intention. On the other hand the use of inferential analysis is needed for this study as this study included on the relevancies of develops hypotheses. The use of inferential analysis is to explain on hypothesis

and it will help in providing the bases for forecasts, estimate and predictions that we used to convert information into knowledge (Hair et al., 2006).

3.3 Sampling Design and Target Population

The main purpose of this study is to determine the relationship between *role stress*, *leader member exchange* and *job satisfaction* towards employee's turnover intention. Thus the target population of the study was focused employees from banking industry which is from various departments, all level of bank employees and all age group of the organization as in whole (eg; age from 25 years to over 55 years old, from SPM to PhD qualified, working experiences from less than one year to more than 15 years and from lower level position eg; clerk to senior manager and above). Therefore the sample is targeted from these groups of employees. The target population of this research is complete groups that are relevant to the research project (Zikmund, 2003). The aim of this research is to identify the contributing factors of turnover intention among employee in banking industry in which the employees is whom working full time in five major banks in Klang Valley, Malaysia as Klang Valley has the highest concentration of banks.

3.4 The Sampling Frame and Sampling Location

Sampling frame refers to the order of employee from a population. Since the study is focusing on contributing factors of turnover intention among employees in banking industry and in view of the whole population is too huge to determine, the targeted population in getting responses for the survey has been chosen from five major Islamic banks in Klang Valley area. Below is the list of banks and number of employees based to the chosen banks (refer to Table 3.1):-

Table 3.1

Number of employees based to five major Islamic banks in Klang Valley area

Sources: Malaysia Jobstreet (<https://www.jobstreet.com.my>)

Banks	Number of employee
MBSB Bank	1,500
BMMB	2,000
Maybank	5,000
Affin Bank	5,000
Al-Rajhi Bank	1,000
Total	9,500

3.5 The Sampling Elements

The information that obtained from the sampling population will represent the target population. The purpose of this study is to assess the contributing factors of turnover intention among employee in banking industry and since five banks have been chosen as the sampling population, hence, the sample population need to meet the following criteria's:

- i. Samples should be employees of five chosen banks
- ii. Samples should be between age 25 years and above 55 years old
- iii. Samples should be qualified SPM to PhD holders
- iv. Samples should be with working experience in banking industry and current organization less than one year to more than 15 years
- v. Samples should be from lower level position eg; clerk to higher level position eg; senior manager and above

3.6 The Sampling Technique

Basically there are two major categories of sampling techniques namely probability sampling and non-probability sampling (Hair et al, 2007). In probability sampling, the elements in the population being selected are known chance and usually equal for all cases (Saunders, Lewis and Thornhil, 2009). There are few types of probability sampling techniques:

- i. Simple random sampling;
- ii. Stratified sampling;
- iii. Systematic sampling; and
- iv. Cluster sampling.

A non-probability sample is the probability where each of the elements in the population chosen is unknown (Saunders et al., 2009). There are four types of non-probability sampling techniques which are:

- i. Convenience sampling;
- ii. Judgment sampling;
- iii. Snowball sampling; and
- iv. Quota sampling.

For this research, non-probability sampling method is employed by using the convenience sampling techniques. Convenience sampling is preferred in this study because it is the best way of collecting information more efficiently and able to obtain a large number of completed questionnaires quickly as well as economically (Zikmund et al., 2010). Furthermore, in view of the lack of cooperation from the banks, hence convenience sampling techniques have been chosen for this study.

3.7 The Sampling Size and Response rate

Sampling size is defined as the number of sampling population to be included in this research. The questionnaires were randomly distributed to 370 employees from the executives and non-executives categories, to ensure that all functional areas within the organization are fully represented. Confidentiality of the responses is assured to encourage the respondents answer all the questions truthfully and without fear. Based to the population size table which illustrated by Sekaran, 2003, the sample size for this study has been determined. Before the actual survey, a pilot test has been conducted consisting of 30 respondents in order to test on the accuracy and

significance of the study. Table 3.2 showing the number of responses received for the final analysis.

Table 3.2
Number of responses received

Banks	Number of employee	Numbers of set of questionnaire approached	Number of responses	Total response (%)
MBSB Bank	1,500	120	91	76%
BMMB	2,000	76	51	67%
Maybank	5,000	65	51	78%
Affin Bank	5,000	66	37	56%
Al-Rajhi Bank	1,000	43	32	74%
Total	9,500	370	262	71%

Hardy and Wright (1960) stated that the larger is the sample size, the more reliable the data will be and will be closer to match with the overall target population. Even though there were many banks in Malaysia and the population size is huge, for this study only five major Islamic banks were chosen. The questionnaires were sent to 370 respondents from five Islamic banks. In order for sampling to be valid, a specific sample is required. The sample also must be a good representative and must be randomly selected so that a generalize result can be attained.

Initially, a total of 370 questionnaires were distributed to the respondents. There are 262 completed questionnaires received which translated to 71% of response rate. Based on the sample size using statistical table by Krejcie and Morgan (1970) in Sekaran (2010; 2003), a total of 370 questionnaires sent out with an anticipation of a response rate of not less than 70% is essential. For this study, the response rate was more than the minimum requirement at 71%.

3.8 Research Instrument

3.8.1 The Survey Questionnaire

A questionnaire is a tool for collecting standardized data on any particular matter or issue from the public; it comprises of clear instructions with multiple questions and scale to enable researcher to analyze the responses accordingly. The main reason of using this method is to its ability to reach large number of respondents within such a short period of time at a low cost coupled by its ability to cover bigger geographical areas. Questionnaire was used as the primary sources to gather the data and information. The primary data were collected from the first-hand source by distribution of questionnaires to respondents especially employees from banking industry. As set of close-ended questionnaire which divided into two sections were distributed to targeted samples during their break hours. The using of close ended questions will make the respondents comfortable when answering the questionnaire. The questionnaire is being hand-delivered to the respondent with the instruction on how to complete it. Respondent are required to answer all the questions stated on questionnaire. The questionnaire for this study is adapted from research done by She, et. al. (2013) as per shown in Table 3.3.

Table 3.3
Source of questionnaire

VARIABLES	SOURCE	RELIABILITY (CRONBACH'S ALPHA)	OPERATIONAL DEFINITION
ROLE STRESS 1. I work under incompatible (mismatched) policies and guidelines.	She, C. K., Thoong, L. S., See, N. S., Qing, T. H., & Sin, T. W. (2013)	0.733	Any role expectancy that exceeded the executives capabilities (Katz and Kahn, 1966)

<p>2. I receive incompatible requests from two or more people (eg; superior, supervisor, colleagues, bosses, etc.).</p> <p>3. I do know if my work is acceptable to my boss. <i>(Reverse coded)</i></p> <p>4. I feel certain about how much authority I have. <i>(Reverse coded)</i></p> <p>5. I have clear planned goals and objectives for my job. <i>(Reverse coded)</i></p> <p>6. I know what my responsibilities are. <i>(Reverse coded)</i></p> <p>7. I do not have time to finish my job.</p> <p>8. I am rushed in doing my job.</p>			
<p>LEADER MEMBER EXCHANGE</p> <p>1. My superior understands my problems and needs.</p> <p>2. My superior recognizes my potential.</p> <p>3. Regardless of how much formal authority my superior has built into his or her position, my superior would be personally inclined to use his or her power to help me solve problems in my work.</p> <p>4. My superior has enough confidence in me that he or she would defend and justify my decisions if I were not present to do so.</p> <p>5. I usually know where I stand with my superior.</p> <p>6. My working relationship with my superior is extremely effective.</p>	<p>She, C. K., Thoong, L. S., See, N. S., Qing, T. H., & Sin, T. W. (2013)</p>	<p>0.673</p>	<p>An affiliation or relationship between supervisors and subordinates either formal or informal (Scandura, Graen and Novak, 1986)</p>

JOB SATISFACTION 1. I find real enjoyment in my job. 2. I consider my job rather unpleasant. (Reverse coded) 3. I am often bored with my job. (Reverse coded) 4. I am well satisfied with my job. 5. I definitely dislike my job. (Reverse coded) 6. Most days I am enthusiastic (excited) with my job.	She, C. K., Thoong, L. S., See, N. S., Qing, T. H., & Sin, T. W. (2013)	0.789	Positive feelings of an employees towards of his or her job (Sailaja and Naik, 2016)
TURNOVER INTENTION 1. I plan to leave my current banking company as soon as possible. 2. I would be reluctant to leave my current banking company. (Reverse coded) 3. I plan to stay with my current banking company as long as possible. (Reverse coded)	She, C. K., Thoong, L. S., See, N. S., Qing, T. H., & Sin, T. W. (2013)	0.672	Consideration to voluntarily leave an organization (Issa, Almad and Gelaidan, 2013)

3.8.2 The Questionnaire Design

The questionnaire starts with a cover page to explain the reason of the research and its content with a brief instruction on how each section of the questionnaires is supposed to be answered. The questionnaires for this study contains of two sections. First section aims at gathering information about the respondents' personal demographic information and in second section the respondents were asked to indicate, on a five-point Likert-type scale, ranging from 'strongly disagree' to

‘strongly agree’, the statements pertaining to *role stress*, *leader member exchange* and *job satisfaction* and turnover intention.

3.9 Construct Measurement

The questionnaire shall contain two sections. First section is aimed to gather information about the respondents’ personal demographic information and second section, the respondents will be asked to choose, on a five-point Likert-type scale, ranging from ‘strongly disagree’ to ‘strongly agree’, the statements pertaining to *role stress*, *leader member exchange* and *job satisfaction* and turnover intention. The five-point-Likert-type Scale was used in this study and there has been shown to be more accurate, easier to use, and a better reflection of a respondent's true evaluation. In light of all these advantages, even when compared to higher-order items, 5-point items appear to be the best solution for questionnaires such as those used in usability evaluations (Finstad, 2005).

Theoretical proposition consisting of abstract constructs require measuring that need to be done in an accurate, correct and scientific manner to enable the testing on the strength of the relationships to be done. This study has gone through the uncertain phase of selecting the applicable constructs to assess turnover intention among employees in bank institutions. Based on the content of the questionnaire, reliability and the answer scales the variables of questionnaire were explained. The data collection for this research mainly based to distributed close-ended questionnaire that relates to independent variables which is *role stress*, *leader member exchange* and *job satisfaction*. The questionnaires were based to five-likert scale categorized as

followings and also the measurement of above stated variables (refer to Table 3.4, 3.5, 3.6, 3.7 and 3.8):-

Table 3.4
Five-Likert Scale

SD = Strongly disagree D = Disagree N = Neutral A = Agree SA = Strongly agree
--

Table 3.5
Measurement Scale of Role Stress

	SD	D	N	A	SA
1. I work under incompatible (mismatched) policies and guidelines.	1	2	3	4	5
2. I receive incompatible requests from two or more people (eg; superior, supervisor, colleagues, bosses, etc.).	1	2	3	4	5
3. I do know if my work is acceptable to my boss.	1	2	3	4	5
4. I feel certain about how much authority I have.	1	2	3	4	5
5. I have clear planned goals and objectives for my job.	1	2	3	4	5
6. I know what my responsibilities are.	1	2	3	4	5
7. I do not have time to finish my job.	1	2	3	4	5
8. I am rushed in doing my job.	1	2	3	4	5

Table 3.6
Measurement Scale of Leader Member Exchange

	SD	D	N	A	SA
1. My superior understands my problems and needs.	1	2	3	4	5
2. My superior recognizes my potential.	1	2	3	4	5
3. Regardless of how much formal authority my superior has built into his or her position, my superior would be personally inclined to use his or her power to help me solve problems in my work.	1	2	3	4	5
4. My superior has enough confidence in me that he or she would	1	2	3	4	5

defend and justify my decisions if I were not present to do so.					
5. I usually know where I stand with my superior.	1	2	3	4	5
6. My working relationship with my superior is extremely effective.	1	2	3	4	5

Table 3.7
Measurement Scale of Job Satisfaction

	SD	D	N	A	SA
1. I find real enjoyment in my job.	1	2	3	4	5
2. I consider my job rather unpleasant.	1	2	3	4	5
3. I am often bored with my job.	1	2	3	4	5
4. I am well satisfied with my job.	1	2	3	4	5
5. I definitely dislike my job.	1	2	3	4	5
6. Most days I am enthusiastic (excited) with my job.	1	2	3	4	5

Table 3.8
Measurement Scale of Turnover Intention

	SD	D	N	A	SA
1. I plan to leave my current banking company as soon as possible.	1	2	3	4	5
2. I would be reluctant to leave my current banking company.	1	2	3	4	5
3. I plan to stay with my current banking company as long as possible.	1	2	3	4	5

The next level is the operationalization that entails a process of developing indicators for measuring these constructs. Constructs are conceptualized at the theoretical level while indicators are at empirical level. Indicators are defined as variables and for this study, the independent variables are namely as *role stress*, *leader member exchange* and *job satisfaction* while the dependent variable is turnover intention. Scale is used

to measure construct and is defined as a tool to distinguish individual variable to another (Sekaran, 2003).

Generic data such as demographic of respondents were measured based on either two or more attributes. Values of the attributes are either numeric or non-numeric but non-numeric attributes are labelled and assigned corresponding numbers to enable quantitative evaluation. Another important step is to decide on the intended level of measurement of which called as rating scales. In an article titled “On the theory of scales of measurement”, by Stanley Smith Stevens (1946), four generic types of rating scales for scientific measurement had been defined namely as nominal, ordinal, interval and ratio scales. In questionnaires, there are three types of scale that can be used namely nominal scale, ordinal scale and interval scale. There are ten questions under the demographic profile section of this study, which included gender, age, marital status, race, educational level, working experience in banking industry, working experience in current company, position level and salary range. Scale used is either nominal or ordinal respectively.

3.10 Pilot Study

A pilot-study was duly administered on a smaller group of prospective respondents as recommended by Dillman (1978). Pilot study is a small scale preliminary study where data collection method is informal and findings may lack precision due to relaxed standard (Malhotra, 2002). A pilot study is conducted to evaluate feasibility of crucial components and questionnaire in a future, full-scale research and may entail list of any recommended amendments to the design of the future study (Thabane and Chur, 2010). Adequate pilot test was carried out to check the validity

and accuracy of questionnaires. In this research a total of 34 pilot test samples were sent via Google form to 34 respondents in BMMB workers on 5th July 2019 in order to test the questionnaire. 30 completed responses received during conducting a pilot test. The results are as per displayed in below table (refer to table 3.9). Only minor comments were received to alter and change certain sentences in the questionnaires by six out of 30 respondents. Amendments need to be done since the objective of the pilot-study is to assess the reliability of the variables measurement and to rectify any inadequacies before going into a full-scale study. The reliability scores are higher for all the variables to enable a full-scale study to be conducted.

Table 3.9
Result of Reliability Test (Pilot Test)

Variables	No. Of Items	Cronbach 's Alpha	Results
Role Stress (RS)	8	0.838	Very good Reliability
Leader-Member Exchange (LMX)	6	0.822	Very good Reliability
Job Satisfaction (JS)	6	0.767	Good Reliability
Turnover Intention (TI)	3	0.773	Good Reliability

3.11 Data Collection Procedure

Respondents were approached at the entrance of the selected banks and a set of close-ended questionnaire were distributed to them during their break hours. The questionnaire is being hand-delivered to the respondents with the instruction on how to complete it. The using of close ended questions will make the respondents comfortable when answering the questionnaire. In this study the questionnaire is

divided into two sections. Respondent are required to answer all the questions stated on questionnaire. Since one of the bank which is BMMB has initially participated in pilot test, during the data collection procedure the respondents from this bank were asked whether they have participated in earlier pilot test or not prior allowing them to participate in current data collection. The data collections from this five selected banks took three days.

3.12 Data Processing

Statistical Package for Social Sciences (SPSS) version 22.0 is used to interpret data after data collected. Collected data from this survey exercise need to undergo a series of three steps processes namely checking, editing and coding.

3.12.1 Checking or Verification

Initially, the questionnaires had gone through a checking process to examine the wordings and sentences used so that they are easily understood since the questions had been in the pre-test amended to possess simplicity and clarity; this is crucial since high understanding will entail accurate information and opinions obtained from each respondents. This checking entails elimination of those unacceptable questionnaires for instance incomplete answers. This step allows researcher to detect errors and perform a prompt corrective action.

3.12.2 Editing

The second phase of checking started after the collection of the questionnaires. All the collected raw data were checked to detect for any errors and omission done by respondents; the typical mistakes that could happen are for example respondents

choosing several choices when the question requires only one answer or answering at the wrong column. These mistakes need to be immediately identified, edited or corrected to avoid any unforeseen occurrence during data processing. The editing process ensures all mistakes in the questionnaire are fixed to increase the accuracy and precision of the data for the study. Any data that is found to be irrelevant, inconsistent, biased or outlier was edited accordingly. Therefore, this process creates a path for a more usable and relevant data that would directly reduce difficulties in data analysis.

3.12.3 Coding

At coding process, the data collected were assigned a numerical score or a code (Keller, 2017). This is to transform data into a format understood by SPSS software. The numbers assigned are to indicate particular reaction to questionnaires and allow the data to be arranged in a more effective manner. The numerical data can then be more informative as compared to the previous written data since statistical testing on the numerical data can show the relationships between the dependent variable and the independent variables. In this study, the numerical scores are given accordingly as below.

- i. Strongly Disagree – 1 points
- ii. Disagree – 2 points
- iii. Neutral – 3 points
- iv. Agree – 4 points
- v. Strongly Agree – 5 points

3.13 Data Analysis

The data were analysed using Statistical Package for Social Science (SPSS) version 22.0. Each of the questions in the questionnaires has been using SPSS in order to get

the correct and accurate data. The data will be presented in the forms of tables and graphs so that it would be easier for the readers to understand the results of the questionnaires. SPSS helps researchers arrive at statistical relevance with efficiency and accuracy.

3.13.1 Descriptive Analysis

Descriptive analysis is a brief descriptive coefficient that summarizes the data. It could be either summarization of the entire population or variables or part of it. Descriptive analysis is the elementary transformation of data in a way that describe basic characteristics such as central tendency, variability and distribution. This type of analysis is used to present quantitative descriptions.

3.13.2 Scale Measurement (Reliability)

According to Zikmurd (2003), reliability is the degree of error-free and will yield consistent result. Reliability measurement is to distinguish whether the data collected is reliable in order to produce good and accurate results. SPSS software will be used to compute the reliability test and the result is used to evaluate the reliability of the independent variables. Reliability analysis is measuring the degree of precision of the research study by using the Cronbach's Alpha rule. Cronbach's Alpha rule is reliability coefficient that indicates how well the items in a 'set' are positively correlated to each other. Based on the Cronbach's Alpha rule, scales with coefficient alpha between 0.8 and 0.95 is a very good reliability, 0.70 to 0.79 is a good reliability, 0.60 to 0.69 is a fair reliability, and lower than 0.60 is a poor reliability score (refer Table 3.10). Thus, Cronbach's Alpha was computed to assess the internal

consistency reliability of the four variables (job satisfaction, role stress, leader-member exchange and turnover intention).

Table 3.10
Cronbach's Alpha ranges

Cronbach's alpha > 0.90 (excellent reliability)
Cronbach's alpha = 0.80 to 0.90 (very good reliability)
Cronbach's alpha = 0.70 to 0.80 (good reliability)
Cronbach's alpha = 0.60 to 0.70 (fair reliability)
Cronbach's alpha < 0.60 (poor reliability)

3.13.3 Normality

Part two involves descriptive analysis on skewness and kurtosis for all the five constructs. The purpose is to determine measures of central tendency mean, measures of dispersion range, standard deviation, variance, minimum and maximum and measure of skewness and kurtosis. A perfectly normal distribution should return a score of 0, otherwise, a positive skewness value indicates positive (right) skew while a negative value indicates negative (left) skew. Therefore, the higher the absolute value, the greater the skewness will be. Similarly, a positive kurtosis value indicates positive kurtosis while a negative one indicates negative kurtosis.

The assumption of normality, normal distribution, is a prerequisite for many inferential statistical techniques. To describe bell shaped curve, symmetrical, which has the highest frequency of scores in the mid and with smaller frequencies towards the extremes, test called normality can be used (Gravetter and Wallnau, 2000). However, as mentioned by several statisticians (Hair et al, 1998; J. Coakes and Steed, 2007; Tabachnick and Fidell, 2007), the normality can be assessed to some extent by obtaining skewness and kurtosis values.

3.13.4 Factor Analysis

Confirmatory factor analysis (CFA) was conducted to test reliability and validity of the scales (Gotz, Liehr-Gobbers and Krafft, 2010). The reliability of the scale was determined based on factor loading items in SPSS by using factor analysis, then continue to investigate the factors by using confirmatory factor analysis. (Henseler, Ringle and Sinkovics, 2009). To verify the factor structure if a set of observed variables, factor analysis is used in SPSS. Moreover, in SPSS the command was given to sort the variables on the basis of factor loadings.

3.13.5 Inferential Analysis

All of the three hypotheses in this study will be tested using inferential analysis which are Pearson's Correlation Analysis and Multiple Regression Analysis.

3.13.5.1 Pearson Correlation Analysis

In Pearson's Correlation analysis, correlation indicates the strength and direction of linear association between two random variables (Sekaran, 2003). A correlation coefficient (r) indicates the strength and direction of the relationship. It ranges from -1.00 to +1.00, with 0 representing absolutely no linear relationship between two variables while -1.00 or +1.00 is possible and represents a perfect association between two variables (Hair et al., 2007). The larger the correlation coefficient means the stronger the linkage or the level of association. Hair et al. (2007) proposed rules of thumb about coefficient range and strength of association as Table 3.11:

Table 3.11

Rules of Thumb on Correlation Coefficient Size

Source: Hair, Jr., Money, A. H., Samouel, P., and Page, M. (2007)

Coefficient range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost negligible

In this research, Pearson's Correlation was used to measure the co-variation or association among employees' turnover intention and three independent variables. This method is chosen because correlation can be compared without taking into account of the amount of variation exhibited by each variable. The test will be done at 1% significance level. For instance, the null hypothesis (H_0) would be rejected if the significance value, p , obtained was less than the value of alpha that has been set at 0.05 or 0.01.

3.13.5.2 Multiple Linear Regressions

Zikmund et. al. (2010) has defined multiple linear regressions as an extension of bivariate regression that allows real-time investigation of the outcome of two or more independents variables on a single dependent variable. In understanding the relationship between the multiple independent variables and the single dependent variable, the researchers can examine the regression coefficients for each independent variable. Therefore, it is appropriate to use multiple regression analysis in order to evaluate the relative impact of the three factors on employee's turnover intention and the degree to which the employee's turnover intention can be explained by these factors.

3.14 Chapter Summary

In this chapter, research methodologies are used to collect, analyse and interpreting the data. Besides that, SPSS was used to assist in doing the analysis and interpretation. Questionnaire survey as primary data is used to obtain more accurate information from the larger group of respondents. Secondary data such as case studies and journals were used to help researchers to have a better understanding of the topic being investigated. Target population, sampling frame and location, sampling elements, sampling techniques, and sample size were discussed in the earlier parts. Other than that, constructing measurement scales and data preparation processes such as checking, editing, coding and transcribing were also discussed in this chapter.



CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

In this chapter, the analysis of collected data is presented in patterns of results and that are relevant to the research questions and hypotheses determined in chapter one and three. Besides that, the respondent's demographic profile and frequency analysis, scale measurement and inferential analyses were further discussed in this chapter.

4.2 Data Analysis

Following the conceptualization of the research model presented and the measurement of variables in chapter three, a data analysis on the responses from the survey was conducted for verification and validation. The 262 sets of questionnaires' results were analyzed accordingly using the Statistical Package Social Science (SPSS) software version 22.0. The quantitative data was duly edited, coded and transformed prior to being analyzed. The results and findings will be presented in several parts of this chapter starting with descriptive analysis of the respondents' demographic profile and central tendencies measurement of constructs to the scale measurement which interprets the result of normality and reliability tests respectively. The chapter also covers the inferential analysis using the SPSS software to test the hypotheses as well as the direct effects.

4.2.1 Screening and Cleaning the Data

Before analyzing the data it is essential to check the data. This is the very first stage known as pre-analysis stage and it involves screening and cleaning of the data

comprising of three basic levels namely as checking for errors, finding of errors in the data file; and correcting of errors in the data file. All these three steps were duly executed on all the variables.

4.2.2 Normality Test

The main focus to determine normality of the data is anchored on the statistics of skewness and kurtosis. In fact, skewness value provides an indication of the symmetry of the distribution, while kurtosis provides information about the peakedness. Hair et al. (1998) asserts that the distribution is perfectly normal if both values for skewness and kurtosis are zero which is rather an uncommon occurrence in the social sciences. Thus, a skewness of +1 is considered as a strong deviation from normality. As demonstrated in table 4.1 for total variables (constructs which are formed by summing their items) of the study, all variables are skewed and thus there is perfect distribution observed for all the results (refer to Figure 4.1 for the histogram). Both values of skewness and kurtosis not swing between -1 and +1, so that, non-normal distribution can be assumed and non-parametric tests can be used to analyse the data; this assumption is supported by Pallant (2005, p.58): *“Many scales and measures used in the social sciences have scores that are skewed, either positively or negatively”*. On another note, George and Mallery (2016) said that the range between -2 and +2 is acceptable and considered as normal.

Table 4.1
Skewness and Kurtosis Analysis of variables

Descriptive Statistics									
	N	Min	Max	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Role Stress	262	1.71	4.14	2.9444	.73475	.167	.150	-1.333	.300
Leader									
Member	262	1.00	5.00	2.0579	1.08932	.958	.150	-.103	.300
Exchange									
Job									
Satisfaction	262	1.00	5.00	1.9968	1.08890	.865	.150	-.036	.300
Turnover									
Intention	262	1.50	5.00	2.9027	1.07259	.138	.150	-1.322	.300
Valid N (listwise)	262								

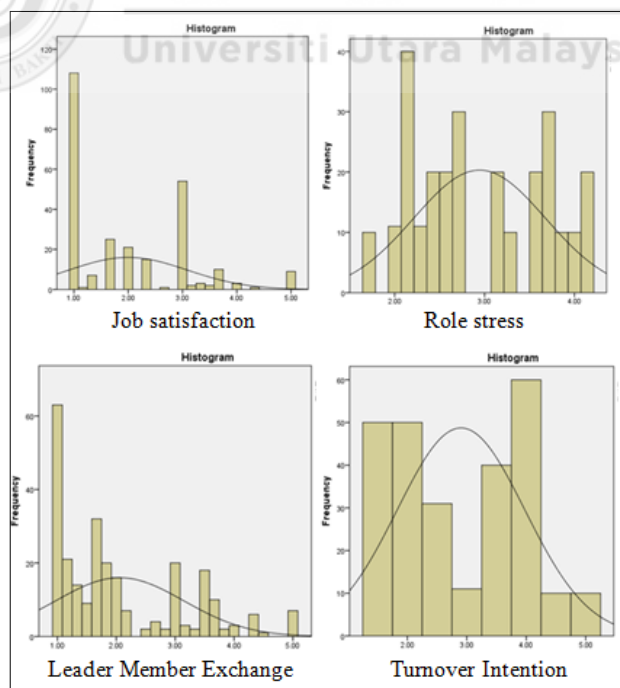


Figure 4.1
Skewness and Kurtosis Analysis of variables histogram

4.2.3 Reliability Test

This section provides data analysis derived from SPSS version 22. The first part was reliability analysis results for Role Stress (RS), Leader-Member Exchange (LMX) and Job Satisfaction (JS) and Turnover Intention (TI). Table 4.2 shows the results for reliability statistic for each of the construct.

Table 4.2
Result of Reliability Test

Variable	No. of Items	Cronbach 's Alpha	Results
Role Stress (RS)	8	0.515	Poor Reliability (To improve)
Leader-Member Exchange (LMX)	6	0.837	Very Good Reliability
Job Satisfaction (JS)	6	0.825	Very good Reliability
Turnover Intention (TI)	3	- 0.254	Poor Reliability (To improve)

According to Zikmund et. al. (2010), reliability analysis is measuring the degree of precision of the research study by using the Cronbach's Alpha rule. Cronbach's Alpha rule is reliability coefficient that indicates how well the items in a set are positively correlated to each other. Based on the Cronbach's Alpha rule, scales with coefficient alpha between 0.80 and 0.95 are considered to have very good reliability; scales with a coefficient between 0.70 and 0.80 are considered to have good reliability, and value between 0.60 and 0.70 indicates fair reliability. When the coefficient is below 0.6, the scale has poor reliability (Refer to table 4.2 above for the results).

Only role stress and turnover intention was calculate as poor reliability which needs to improve by using the deletion of item under turnover intention variable. If one of "alpha if item deleted" the values will become greater than the overall alpha, as such re-run analyze -> scale -> reliability analysis after moving the offending item from "items box" back to unused items box is necessary. The same process need to be repeated until there will be no any values in "alpha if item deleted" column which is greater than the alpha for overall scale. Below Table 4.3 helps in determine which items need to remain and which one need to drop.

Table 4.3
Role Stress

Constructs	Cronbach's Alpha if Item Deleted
RS1	.344
RS2	.290
RS3	.405
RS4	.694
RS5	.710 (To remove)
RS6	.291
RS7	.317
RS8	.427

At the last column: "alpha if item deleted" it estimates what the Cronbach's alpha would be if deletion of a particular item. The items of scale are as per followings:

- i. If reliability goes up after deleting item, bad item then should remove it.
- ii. If reliability goes down after deleting item, good item then should retain.

After re-run the analyze by drop a couple of items, below Table 4.4 is the summary and results which is final set of items need to retained to get good reliability for each.

Table 4.4
Re-run data of Role Stress

Cronbach's Alpha	N of Items
.710	7

Results: The alpha for the 7 items was 0.710, which indicates that the items form a scale that has reasonable (good) internal consistency reliability.

Table 4.5
Turnover intention

Constructs	Cronbach's Alpha if Item Deleted
TI1	-1.763 ^a
TI2	.845 (To remove)
TI3	-1.482 ^a

At the last column: "alpha if item deleted" it estimates what the Cronbach's alpha would be if deletion of a particular item (refer table 4.5). The Items of scale as per followings:

- i. If reliability goes up after deleting item, bad item then should remove it.
- ii. If reliability goes down after deleting item, good item then should retain.

After re-run the analyze by drop a couple of items, below Table 4.6 is the summary and results which is final set of items need to retained to get good reliability each.

Table 4.6
Re-run data of Turnover

Cronbach's Alpha	N of Items
.845	2

Results: The alpha for the 2 items was 0.845, which indicates that the items form a scale that has reasonable (very good) internal consistency reliability.

4.3 Descriptive Analysis

4.3.1 Demographic profile

This describes the collected data main features; its main objective is to summarize large sets of information obtained from respondents. In this section, respondents' demographic information is analysed to determine the reaction of the respondents; the results are much easily interpreted using tables. There are ten questions under the demographic profile section, which included bank institution, gender, age, marital status, ethnic group, educational level, working experience in banking Industry, length of service in current company, position and salary range. The results are as per shown below:

Table 4.7
Mean and Median Distributions of Respondents

Categories	Type	No. of Respondents	Percentage (%)	Mean	Median
Financial Institutions	MBSB	91	34.7	2.50	2.00
	BMMB	51	19.5		
	MAYBANK	51	19.5		
	AFFIN	37	14.1		
	AL RAJHI	32	12.2		
Gender	Male	169	64.5	1.35	1.00
	Female	93	35.5		
Age	Below 25 years old	2	.8	2.72	3.00
	25 - 35 years old	105	40.1		
	36 - 45 years old	121	46.2		
	46 - 55 years old	32	12.2		
	Over 55 years old	2	.8		
Marital Status	Married	206	78.6	1.24	1.00
	Single	52	19.8		
	Widow	2	.8		
	Divorcee	2	.8		
Race	Malay	196	74.8	1.36	1.00
	Chinese	38	14.5		

	Indian	28	10.7		
	SPM	21	8.0		
	STPM	4	1.5		
	DIPLOMA	9	3.4		
Education level	Bachelor's Degree	210	80.2	3.77	4.00
	Master	15	5.7		
	PhD	3	1.1		
	Less than 1 years	5	1.9		
	1 - 5 years	16	6.1		
Working Experienced in Bank Industry	6 - 10 years	154	58.8	3.44	3.00
	11 - 15 years	33	12.6		
	More than 15 years	54	20.6		
	Less than 1 years	17	6.5		
	1 - 5 years	66	25.2		
Working Experienced in Current Bank	6 - 10 years	147	56.1	2.76	3.00
	11 - 15 years	26	9.9		
	More than 15 years	6	2.3		
	Clerk	11	4.2		
	Executive	111	42.4		
	Senior Executive	51	19.5		
Position	Assistant Manager	25	9.5	3.18	3.00
	Manager	38	14.5		
	Senior Manager & Above	26	9.9		
	Below MYR2,500	10	3.8		
	MYR2,500 - MYR5,000	168	64.1		
Salary Range	MYR5,000 - MYR7,500	36	13.7	2.47	2.00
	MYR7,500 & Above	48	18.3		

***n = 262**

Table 4.7 tabulated the respondents' profiles for the present study. The survey is dominated by male (64.5%) compared to female (35.5%). Majority of their ages are 36 to 45 years old (46.2%), and shared by 25 to 35 years old & over 55 years old

(0.8%). As shown in above table, there are two respondents who are either a ‘widow’ or ‘divorcee’ who represent only 0.8% for both categories. Majority of the respondents are married that constitute to 78.6% or 206 respondents out of 262 who had responded while 52 respondents are still ‘single’ and represent 19.8%.

The table above also showed that 196 respondents or 74.8% represent Malay respondents. Chinese respondents only occupy 14.5% which translated to only 38 respondents out of 262 respondents and Indian with 10.7%. For educational level of respondent in this research, there are six categories of the educational background which included SPM, STPM, Diploma, Degree, Masters and PhD. As shown above in Table 4.7, only three respondents have PhD that represents 1.1%, there are only one respondent is ‘STPM’ holder who represent only 1.5%, there are nine respondent ‘Diploma’ holder who represent only 3.4%, there are 15 respondent ‘Master’ holder who represent only 5.7%, and 21 respondents ‘SPM’ holder who represent only 8.0%, while almost all of the respondents are ‘Degree’ holders at 80.2% representing 210 respondents out of 262 respondents or almost of the respondents are of high educational level of which again support the tendency of people with more knowledge to be concerned on awareness of turnover intention among employees.

This shows that most of the respondents are with tertiary education and hence are better exposed to turnover intention to understand the questions. Majority of their experience in banking industry are six to ten years (58.8%), followed by more than 15 years (20.6%), 11 to 15 years (12.6%), one to five years (6.1%) and less than one years’ service with 1.9%. Majority of their length of service in current company are six to ten years (56.1%), followed by one to five years (25.2%), 11 to 15 years (9.9%), less than one year service at 6.5% and more than 15 years’ service at 2.3%.

Majority of the respondents have average income in between RM2,500 – RM5,000 (64.1%), follows by RM7,500 and above at 18.3%, RM5,000 – RM7,500 at 13.7% and below RM2,500 at only (13.8%).

4.3.2 Confirmatory Factor Analysis

First, confirmatory factor analysis (CFA) was conducted to test reliability and validity of the scales (Gotz, Liehr-Gobbers and Krafft, 2010). The reliability of the scale was determined based on factor loading items in SPSS by using factor analysis, then continue to investigate the factors by using confirmatory factor analysis. (Henseler, Ringle and Sinkovics, 2009). To verify the factor structure if a set of observed variables, factor analysis is used in SPSS. Moreover, in SPSS the command was given to sort the variables are on the basis of factor loadings. The output is displayed as per table 4.8, 4.9, 4.10 and 4.11.

Table 4.8
Rotated Component Matrix – Job Satisfaction

	Component	
	1	2
JS3	.984	.017
JS2	.978	.006
JS6	.963	.047
JS4	.587	.483
JS5	.029	.985
JS1	.016	.982

- Item JS3, JS2, JS6 and JS4 are load together in component 1 (Cut-off > 0.40)
- Item JS5 and JS1 are load together in component 2 (Cut-off > 0.40)

Table 4.9
Rotated Component Matrix – Role Stress

	Component	
	1	2
RS8	.866	.193
RS4	-.806	-.181
RS1	.734	.466
RS5	-.644	-.237
RS7	.041	.915
RS6	.388	.815
RS2	.376	.785
RS3	.292	.491

- Item RS8, RS4, RS1 and RS5 are load together in component 1 (Cut-off > 0.40)
- Item RS7, RS6, RS2 and RS3 are load together in component 2 (Cut-off > 0.40)

Table 4.10
Rotated Component Matrix – Leader Member Exchange

	Component	
	1	2
LME2	.894	-.086
LME3	.812	.438
LME1	.804	.416
LME6	-.030	.852
LME4	.547	.694
LME5	.270	.657

- Item LME2, LME3 and LME1 are load together in component 1 (Cut-off > 0.40)
- Item LME6, LME4 and LME5 are load together in component 2 (Cut-off > 0.40)

Table 4.11
Rotated Component Matrix – Turnover Intention

	Component
	1
TI3	.896
TI1	.878
TI2	-.725

- Item TI3, TI1 and TI2 are load together in component 1 (Cut-off > 0.40)

The main estimates are the factor loadings, which are put together in a table called the factor pattern as per table above (table 4.8 to 4.11). In SPSS, factor loadings must be looked up after rotation in the table based on Varimax Rotated Component Matrix. The Loading which greater than 0.40 are marked bold as the cut-off value. In confirmatory factor analysis, factor loadings are generally considered to be

meaningful when exceed 0.40 (Floyd and Widaman, 1995) Then will calculate manually to get AVE and CR value as per table 4.12.

Validity comprises of convergent validity and discriminate validity test. Convergent validity indicated all items of sharing high portion of variance that are based on the values of average variance extracted (AVE) and composite reliability (CR) (Peng and Lai, 2012). The AVE is the part of the data of the variables explained by each of the respective latent constructs or, in other words, the average extent to which the variables are positively correlated with their respective constructs (Ringle, Silva and Bido, 2014).

Table 4.12

Assessment of Construct Reliability (CRs) and Convergent Validity (AVEs)

Constructs	Item	Factor Loadings (Δ)	FINAL (Δ)	CRs (>0.7)	AVEs (>0.5)	MSV < AVE	ASV < AVE	Cronbach Alpha
Job satisfaction	JS1	.982	.982	0.991	0.957	0.134	0.059	0.793
	JS2	.978	.978					
	JS3	.984	.984					
	JS4	.587	Deleted					
	JS5	.985	.985					
	JS6	.963	.963					
Role Stress	RS1	.734	.734	0.913	0.681	0.106	0.050	0.861
	RS2	.785	.785					
	RS3	.491	Deleted					
	RS4	-.806	Deleted					
	RS5	-.644	Deleted					
	RS6	.815	.815					
	RS7	.915	.915					
	RS8	.866	.866					
Leader-Member Exchange	LME1	.804	.804	0.907	0.623	0.134	0.063	0.837
	LME2	.894	.894					
	LME3	.812	.812					
	LME4	.694	.694					
	LME5	.657	.657					
	LME6	.852	.852					
Turnover Intention	TI1	.878	.759	0.762	0.616	0.106	0.053	0.845
	TI2	-.725	Deleted					

Based on Table 4.12, the cut-off value for factor loading is > 0.40 (Floyd and Widaman, 1995). However, in order to achieve CR and AVE, all items loaded below

0.600 would be deleted. The value of composite reliability (CRs) for all constructs exceeded the minimum cut-off of 0.70 (Henseler and Chin, 2010). Hence, all four constructs met the requirement of construct reliability. Since the criteria for reliability and CRs were met, items within value > 0.600 were retained in the measurement model (Hair et al., 2014).

Meanwhile, convergent validity was established because the value of CRs and AVEs exceed the recommended value of 0.70 and 0.50 (Hair et al., 2014). In addition to CFA, other tests are to determine scale reliabilities, convergent validity and discriminant validity. Scale reliabilities, for instance, were determined based on the Cronbach's alpha values. Cronbach's alpha will be computed based on the number of observed variables used for each unobserved latent variable and the average correlations of each observed variable with other variables. Cronbach's alpha value of 0.70 or above is normally accepted as an indication of good reliability (Byrne, B.M., 2001).

Convergent validity, meanwhile, was determined by examining the values of composite reliability (CR) and average percentage of variance extracted (AVE). Composite reliability is computed from the sum of factor loadings, squared for each unobserved latent variable and the sum of the error variance terms for an unobserved latent variable. The AVE is calculated as the mean squared factor loading and a value less than 0.50 indicates the proportion of unexplained variance that remained in the observed variables is greater than the variance explained by the latent factor structure. If AVE is more than 0.50 and less than CR, then there is adequate convergent validity for the model. This statistical technique allows researcher to test the hypothesis and relationship between variables (Suhr, 2006). The formula to

calculate AVE and CR is based on the equation provided by Hair et al. (1998) as follows:

- Construct Reliability = $[(\sum \text{Factor loadings})^2] / [(\sum \text{Factor loadings})^2 + \sum \text{indicator measurement errors}]$
- Average Variance Extracted = $[(\sum \text{Factor loadings})^2] / [\text{No. of factors}]$

The maximum Shared Squared Variance (MSV) and the Average Squared Variance (ASV) were used to test the discriminant validity of the measurement model. The MSV and the ASV results need to be lesser than the AVE for the discriminant validity (Hair et al., 2010). Table 4.12 shows that the MSV and the ASV results are lesser than the AVE values which means that the discriminant values hold and the measurement model is according to the assumptions which were initially made.

4.3.3 Inferential Analysis - Pearson Correlation Coefficient Analysis

Pearson correlation coefficient is known as a method of measuring the correlation and it is based on the method of covariance. In Pearson's Correlation analysis, correlation indicates the strength and direction of linear association between two random variables (Sekaran, 2003). A correlation coefficient (r) indicates the strength and direction of the relationship. It ranges from -1.00 to +1.00, with 0 representing absolutely no linear relationship between two variables while -1.00 or +1.00 is possible and represents a perfect association between two variables (Hair et al., 2007) (refer table 4.13). The larger the correlation coefficient means the stronger the linkage or the level of association and below is the rules of thumb of coefficient by Hair et al. (2007).

Table 4.13

Rules of Thumb about Correlation Coefficient Size

Source: Hair, Jr., Money, A. H., Samouel, P., and Page, M. (2007). *Research Methods for Business*. West Sussex: John Wiley Sons.

Coefficient range	Strength of Association
± 0.91 to ± 1.00	Very strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost negligible

In this research, Pearson's Correlation was used to measure the co-variation or association among employees' turnover intention and three independent variables. This method is chosen because correlation can be compared without taking into account of the amount of variation exhibited by each variable. The test will be done at 5% or 1% significance level. For instance, the null hypothesis (H_0) would be rejected if the significance value, p , obtained was less than the value of alpha that has been set at 0.05 or 0.01. There are three types of relationship as per shown below and table 4.14 showing the correlation result of *role stress*, *leader member exchange* and *job satisfaction* and turnover intention.

- i. Positive – Higher scores on x are associated with higher scores on y
- ii. Negative – Higher scores on x are associated with lower scores on y.
- iii. No relationship – There is no predictable relationship between x and y.

Table 4.14

Results of correlations between independent variables and dependent variable

		Correlations			
		Role Stress	Leader Member Exchange	Job Satisfaction	Turnover Intention
Role Stress	Pearson Correlation	1	-.149*	-.150*	.925**
	Sig. (2-tailed)		.016	.015	.000
	N	262	262	262	262
Leader Member Exchange	Pearson Correlation	-.149*	1	.766**	-.183**
	Sig. (2-tailed)	.016		.000	.003
	N	262	262	262	262
Job Satisfaction	Pearson Correlation	-.150*	.766**	1	-.141*
	Sig. (2-tailed)	.015	.000		.022
	N	262	262	262	262
Turnover Intention	Pearson Correlation	.925**	-.183**	-.141*	1
	Sig. (2-tailed)	.000	.003	.022	
	N	262	262	262	262

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

4.3.4 Inferential Analysis – Multiple linear regression Analysis

Zikmund et. al. (2010) has defined multiple linear regressions as an extension of bivariate regression that allows real-time investigation of the outcome of two or more independents variables on a single dependent variable. In understanding the relationship between the multiple independent variables and the single dependent variable, the researchers can examine the regression coefficients for each independent variable. Therefore, it is appropriate to use multiple regression analysis in order to evaluate the relative impact of the three factors on employee's turnover intention and the degree to which the employee's turnover intention can be explained

by these factors. Multiple linear regression analysis is a method which uses more than one independent variable to explain variance in a dependent variable.

Table 4.15

Correlation coefficient between the dependent variable and the independent variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928 ^a	.861	.859	.40257

a. Predictors: (Constant), Role Stress, Leader-member exchange and Job Satisfaction

The R value is the correlation coefficient between the dependent variable and the independent variables. According to the table above (table 4.15), the value of correlation coefficient (R) of three independent variables (*role stress, leader member exchange and job satisfaction*) with the dependent variable (employees' turnover intention) is 0.928. Therefore, there is positive and very strong relationship correlation between three independent variable and dependent variable. Besides that, table 4.16 also indicates the coefficient of determination (R square) which can help in explaining variance. The R square figure of the three independent variables is 0.861. It indicates that independent variables (*role stress, leader member exchange and job satisfaction*) can explain 86.1% of the variation in dependent variable (employees' turnover intention). However, the remaining 13.9% (100% - 86.1%) is unexplained in this research. In other words, there are other additional variables that are important in explaining employees' turnover intention that have not been considered in this research.

Table 4.16
Analysis of Variance (ANNOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	258.457	3	86.152	531.609	.000 ^b
	Residual	41.811	258	.162		
	Total	300.268	261			

The overall explanatory power of the entire regression was tested with the analysis of variance (ANOVA). ANOVA helps in determining whether the variation explained is statistically and significantly different from the variation that is due to error term. For that, it uses the value of F statistic, or F ratio. F statistic is the ratio of two variances that is why this test is often referred to as the “Analysis of Variance”. The statistical significance of all of the regressions excluding the intercept is captured by the F statistic. Specifically, the F statistic is used to test the hypothesis that the variation in the independent variables explains a significant proportion of the variation in the dependent variable.

Based on table above (ANOVA) (refer to table 4.16), the *p*-value of 0.000 is lesser than alpha value of 0.01. Besides that, the F-statistic is significant at the value of 531.609. Therefore, the model is a good descriptor of the relation between the dependent and predictor variables. As a result, the independent variables (*role stress*, *leader member exchange* and *job satisfaction*) are significant explain the variance in employees’ turnover intention.

Table 4.17

Coefficients between Role Stress, Leader-Member Exchange and Job Satisfaction and Turnover Intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.154	.097		1.588	.113
1 Role stress	.970	.025	.921	39.147	.000
Leader-member exchange	-.104	.036	-.106	-2.929	.004
Job satisfaction	.076	.035	.078	2.164	.031

a. Dependent variable: Turnover Intention

Based to table 4.17, the coefficients showing that job satisfaction, role stress and leader-member exchange were statistically significant (sig. < 0.05). This implied that all variables contribute significantly and was important determinants in formation of respondents' support. Among the variables, "*role stress*" has the highest positive impact upon future consumption. In other words, "*role stress*" has achieved the strongest association with future turnover intention followed by "*job satisfaction*" and "*leader-member exchange*".

4.4 Hypothesis Testing

Table 4.18

Hypothesis Testing

Hypothesis	Variable Involvement	Results
H1: There is positive relationship between <i>role stress</i> and turnover intention	i. Role Stress ii. Turnover Intention	ACCEPTED
H2: There is negative relationship between <i>leader-member exchange</i> and turnover intention	i. Leader member exchange ii. Turnover Intention	ACCEPTED
H3: There is negative relationship between <i>job satisfaction</i> and employees' turnover intention	i. Job satisfaction ii. Turnover intention	REJECTED

4.5 Summary

According to data interpretation in this chapter it shows that the main factor that leads to turnover intention among employees is *role stress* and followed by *job satisfaction* and *leader member exchange*. Even though correlation results showing that all the three independent variables (*role stress*, *leader member exchange* and *job satisfaction*) are correlated significantly with turnover intention but linear regression results has rejected the hypothesis number three of this research. This chapter helps readers to understand better on the overall response that received from the respondents. Also different types of analysis which was used also being as guidance for future research. The further explanation and discussion on the result will be presented in chapter five.



CHAPTER FIVE

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

The purpose of this chapter is to present the outcome from the survey that conducted by distribution of questionnaire to respondents and also data which were collected from secondary sources. This chapter also aimed in giving accurate information on the findings of the study that has been represented in chapter four which the data has been analyzed by using SPSS. Here, the implications, recommendations and limitations of the study also described.

5.2 Discussion

When an employee feels unhappy with their job scope or job environment than the turnover will occur. Employee turnover is not only happens when they feels unhappy but there are also a situation where an employees who possess high skills, education level and well experienced is being offered with better pay, facilities and career growth by other company. Hence it is important for the management to recognize those employees whom are leaving their job is due to what reason either due to not satisfied with their job or is there any other reasons that lead for turnover (Ibrahim, Usman and Bagudu, 2013).

Based to several researches it shows that there is a positive relationship between *role stress*, *leader member exchange* and *job satisfaction* on turnover intention. For example, a research done by Ghayas and Siddiqui (2012), found that there is positive relationship between *job stress* and turnover intention. While as for *leader-member*

exchange, a research done by Saeed, Waseem and Sikander (2014), shows that there is significant negative relationship between *leader-member exchange* and turnover intention among employees and this has validated their hypotheses on *leader-member exchange* has a direct negative association with turnover intention. In another research by Reukauf (2017), found that there is positive relationship between *job satisfaction* and turnover intention.

The purpose of this study is to determine the relationship between *role stress*, *leader member exchange* and *job satisfaction* on turnover intention among employees from banking sector employees in Klang Valley. The research provides deep insight in this filed to look into the collision of *job stress* on employees' turnover intentions. The most important goal of the study is to know the impact of *role stress* at work place and also to analyse that how *role stress* affects turnover intention. The relationships between *role stress* and turnover intention can vary depending on the group being observed because some work place factors are not regularly linked to stress in all work places. Based on the current research finding it shows that there is positive relationship between *role stress* and turnover intention. This means that when *role stress* is high than the turnover intention also will be high. In a study conducted by Fong and Mahfar (2013) revealed that there is significant positive relationship between *job stress* and turnover intention among employees in furniture manufacturing company in Selangor.

Current study also found that there is negative relationship between *leader member exchange* and turnover intention. The *leader member exchange* variable has a 0.183 correlation with the employees' turnover intention variable. Thus, when *leader member exchange* is low, employees' turnover intention is high. This result is

supported by the research which conducted by Sankaran (2012) among employee of Indian hospitality industry. The researcher found that there is significant negative relationship between *leader member exchange* and turnover intention. A good and bad leadership is become a determination of employees to retain or leave the organization (Lattimer, 2019). For instant, a study by Razzaq, Khalid and Haroon (2019) shows that there is direct impact of leadership styles on turnover intention in employees of public sector on Lahore, Pakistan. The researchers conducted the study to examine the relationship between transactional leadership, transformational leadership and affective commitment on turnover intention.

The statistical results obtained in this study showed that *job satisfaction* have inverse relationship on employees' turnover intentions. This result is consistent with those previous researchers (Mobley et al., 1978; Price and Mueller, 1981; Shore and Martin, 1989; Aryee and Wyatt, 1991; Hellman, 1997; Chan and Morrison, 2000; Ghiselli et al., 2001; McBey and Karakowsky, 2001). During the data collection session, it is learnt that about 56.1% of the respondents has worked between six to ten years with current company. This is might be due the employees has gone through the salary adjustment and the bonuses were done to align the company's remuneration package. Employees will experience a positive emotional state by when they received compatible rewards which considered satisfying them. In return they will be more loyal with current organization and their intention to leave also will be reduce.

Even though the correlation result between *job satisfaction* and turnover intention showing negative relationship however the regression result has rejected the hypothesis number three this research which is there is negative relationship between

job satisfaction and turnover intention. Similarly, in a research conducted by Chen (2013) among commercial bank employees in Kuching found that with a high job satisfaction level the level of turnover intention also high. Looking at the table 4.17 it found that majority of the respondents are between the age group of 25 to 45 years old and it is possible that this group of people even though they are satisfied with their current job might be they are also looking for something else such as job security, different job task, different workplace environment and more challenging job. Another possible factor for such findings is that due to the characteristics of millennial. The possible assumptions is that millennial are frequently looking for new jobs as they want to move for next career level and development for themselves. According to the survey conducted by Deloitte (2018), it is found that 43% of millennial are planning to leave their current job in two years (Friedman, 2018).

5.3 Research implications

It is estimated that the findings of this study will assist in further understanding on the factors of turnover intention among employees in banking industry. This study also helps future researcher in understanding on the relationship between *role stress*, *leader member exchange* and *job satisfaction* on turnover intention.

5.3.1 Implication towards theoretical

The basis on this research is to determine the relationship between *role stress*, *leader member exchange* and *job satisfaction* on turnover intention among employees in banking industry. The explored theory and empirical findings in this research has helps in understanding better on the main contributor or factor of turnover intention in banking industry. This study also contributes towards the understanding on

employee's perceptions towards their current organization and this is based to the completed questionnaires which received from the respondents. The theory which used to support this study is "*the social exchange theory*" and "*the theory of organizational equilibrium*". Application of this theory in current study is relevant since this theory is explaining on the determining factors in this study affected the turnover intention of employees. Therefore this study is increases the developing of literature on the relationship between *role stress*, *leader member exchange* and *job satisfaction* on turnover intention especially in banking industry. Based to the previous related studies which outlined in chapter two, it is found that less research was done in financial sector especially banking industry on turnover intention. As such more academicians and researchers should give more attention and focus studying on the factors of turnover intention among banking employees.

5.3.2 Implication towards methodological

In this study the use of quantitative method is essential to determine and identify the main contributor of turnover intention among employees in banking industry. Majority studies have used experimental and analysis techniques where it helps in giving the researcher accurate findings since the data obtained is first hand data from respondents. Multiple data analysis used in this research also helps in determining the relationship between *role stress*, *leader member exchange* and *job satisfaction* on turnover intention and it also helps in better understanding on the appropriate usage of data analysis techniques.

5.3.3 Implication towards practical

The data collected in this study reveals that several practical applications is applicable and can be adopted for future studies. First, it is suggested and highly recommended that further research done on other factors that lead to turnover intention among employees especially in banking sector. On the further note, this study also contributes towards the detailed understanding on job satisfaction, *role stress*, *leader member exchange* and *job satisfaction* and turnover intention and its relationship.

5.4 Limitations of study

As in any other study, this research also has certain limitations. As per mentioned in chapter three, this study were focused on employees from five major Islamic banks in Klang Valley on investigating the factors that contribute towards turnover intention. Lack of cooperation of the respondent is the major constrains faced. While conducting this research some of the respondents are reluctant to cooperate in completing the questionnaires. Some of the respondents not take enough attention on the questions. Second this research is investigating on the contributing factors of turnover intention among banking employees only and the perception and opinion of the top management in regards the outlined factors in this research has been ignored since this research are more focusing on individual intention for turnover.

5.5 Recommendation on research findings

Based to the research findings, it is recommended that every organization should know on how to retain a good employee with them. Organization should take a

corrective action to overcome this issue. The highly recommended solution is hiring the right people. Recruiting a person whom suites for certain position will minimize the stress level. By giving a job task which is not suits with one capability will make them stress and indirectly it will lead to turnover or resignation of the employees. Organization should hire a person who has a suitable skills, ability and knowledge for certain available position. Finally, good leadership skills must be shown by management, managers, superior and etc. so that employee is in right track in performing their job. A good leadership style is vital so that it will help in shaping a positive work culture and environment. Leaders also must be able managing professionally any arising issue without any biases so that a satisfied decision can be made.

5.6 Recommendation for future research

Based on the findings and limitations of this study, multiple recommendations for future studies are suggested. First, it is suggested that the similar research should be carried out to identify the other contributing factors of turnover intention especially in banking industry. The current study was conducted on *role stress*, *leader member exchange* and *job satisfaction* on turnover intentions only. Thus, future research can be conducted on considering other factors such as empowerment, job flexibility and work environment. Future studies also should focuses on exploring on the top management opinions on the factors of turnover intentions so that the management aware on the factors that contributing their employees leave their jobs and identify on how management could develop a strategy to overcome this issue.

5.7 Conclusion

Turnover gives negative impact to organization effectiveness. This is because turnover of an employee's lead to organization in losing a capable and good employees whom is facilitating towards the achievements of organization visions, missions and objectives. High turnover also will negatively give impact to organization in terms of reducing in companies' revenue, recruitment cost including of training and development of new recruit. Besides that, high turnover also will lead to lowering employee's workplace morale. This is because the remaining employees will have more workload while company hiring new employees and train them. Even that so, new employees will need time to learn on given task and still need the existing staff to guide them.

Turnover in organization happens due to various reasons. However this study is focusing especially on *role stress*, *leader member exchange* and *job satisfaction* which lead to employee's turnover intention. There were many research conducted by several researches in regards to factors that lead to turnover or turnover intention. Based to the correlation analysis findings in this research it showing that *role stress*, *leader member exchange* and *job satisfaction* has a significant relationship with turnover intention. However the linear regression result has rejected hypothesis number three of this research.

An intention to quit from an organization particularly due to factor of *role stress* (Nazri and Ghee, 2015). *Job stress* being the major contributor of turnover intention among employees (Husain et. al, 2015). On the other hand, it is identifies that there is negative relationship between *leader member exchange* with turnover intentions

among employees (Kim, Poulston, and Sankaran, 2017). A high-quality leader member exchange relationship given a positive impact in employees turnover intention where good relationship lead to higher contextual, improve performance and commitment of an employees which reduce in employees turnover intent.



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APPENDIX A: SURVEY QUESTIONNAIRE



CONTRIBUTING FACTORS OF TURNOVER INTENTION AMONG EMPLOYEES: A CASE OF FINANCIAL INSTITUTION IN MALAYSIA

SURVEY QUESTIONNAIRE

Dear respondent,

I am final year postgraduate student of Master of Human Resource Management, from Universiti Utara Malaysia (UUM). The purpose of this survey is to find out the factors that influence the turnover intention of employees. The questionnaire will take only 10-15 minutes to feed out at your convenience. Thank you for your kind attention and cooperation.

Yours sincerely,

Heisah Nor Muhamad

Instructions:

- 1) There are **THREE** (3) sections in this questionnaire. Please answer ALL questions in All sections.
- 2) Completion of this form will take you approximately 10-15 minutes.
- 3) Please feel free to share your comment in the space provided. The contents of this questionnaire will be kept **strictly confidential**.

SECTION A: DEMOGRAPHY PROFILE

Please place (✓) in the appropriate box and complete the answer.

1. What is your gender?

☐ Male ☐ Female

2. Which of the following best describes your age?

☐ Below 25 years ☐ 25-35 years ☐ 36-45 years ☐ 46-55 years ☐ Above 55 years

3. Marital Status:

☐ Married ☐ Single ☐ Widow ☐ Divorcee

4. Ethnic group:

☐ Malay ☐ Chinese ☐ Indian ☐ Others

5. Highest education completed:

☐ SPM ☐ STPM ☐ Diploma ☐ Bachelor's Degree ☐ Master

☐ PhD ☐ Others

6. How many years of working experience do you have in Banking industry?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ More than 15 years

7. How long have you worked for your current company?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ More than 15 years

8. Position Level?

☐ Clerk ☐ Executive ☐ Senior Executive ☐ Ass. Manager

☐ Manager ☐ Senior Manager & Above

9. What is your salary's range?

☐ Below RM 2500.00 ☐ RM 2500.00 to less than RM 5000.00

☐ RM 5000.00 to less than RM 7500.00 ☐ RM 7500.00 and above

SECTION B: FACTORS THAT INFLUENCES EMPLOYEES' TURNOVER

INTENTION

The following set of statements related to a factor that influences employees' turnover intention in banking industry. Please circle the number that best reflects your opinions about the statement.

SD = Strongly disagree, D = Disagree, N = Neutral, A = Agree, SA = strongly agree.

<u>I. ROLE STRESS</u>	SD	D	N	A	SA
1. I work under incompatible policies and guidelines.	1	2	3	4	5
2. I receive incompatible requests from more people.	1	2	3	4	5
3. I do know if my work is acceptable to my boss.	1	2	3	4	5
4. I feel certain about how much authority I have	1	2	3	4	5
5. I have clear planned goals and objectives for my job.	1	2	3	4	5
6. I know what my responsibilities are.	1	2	3	4	5
7. I do not have time to finish my job.	1	2	3	4	5
8. I am rushed in doing my job.	1	2	3	4	5

<u>II. LEADER-MEMBER EXCHANGE</u>	SD	D	N	A	SA
1. My superior understands my problems and needs.	1	2	3	4	5
2. My superior recognizes my potential.	1	2	3	4	5
3. Regardless of how much formal authority my superior has built into his or her position, my superior would be personally inclined to use his or her power to help me solve problems in my work.	1	2	3	4	5
4. My superior has enough confidence in me that he or she would defend and justify my decisions if I were not present to do so.	1	2	3	4	5
5. I usually know where I stand with my superior.	1	2	3	4	5
6. My working relationship with my superior is extremely effective.	1	2	3	4	5

<u>III. JOB SATISFACTION</u>	SD	D	N	A	SA
1. I find real enjoyment in my job.	1	2	3	4	5
2. I consider my job rather unpleasant.	1	2	3	4	5
3. I am often not bored with my job.	1	2	3	4	5
4. I am well satisfied with my job.	1	2	3	4	5
5. I definitely dislike my job.	1	2	3	4	5
6. Most days I am enthusiastic with my job.	1	2	3	4	5

<u>IV. TURNOVER INTENTION</u>	SD	D	N	A	SA
1. I plan to leave my banking company as soon as possible.	1	2	3	4	5
2. I would be reluctant to leave my banking company.	1	2	3	4	5
3. I plan to stay in my banking company as long as possible.	1	2	3	4	5

Thank you very much for your participation.

Your time and opinions are greatly appreciated.